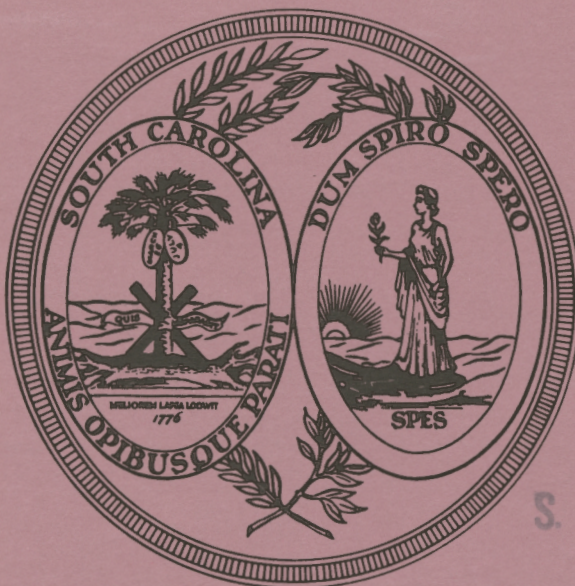


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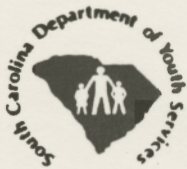
**SOUTH CAROLINA
DEPARTMENT OF YOUTH
SERVICES**



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**ANNUAL REPORT
1989 - 1990**

Printed Under The Direction Of The
State Budget And Control Board



Youth Services

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Telephone (803) 734-1340

Richard E. McLawhorn
Commissioner

September 25, 1990

Honorable Carroll A. Campbell, Jr.
Governor
State of South Carolina
Columbia, South Carolina

Dear Governor Campbell:

We are pleased to present this Annual Report of the South Carolina Department of Youth Services. The report documents our most significant progress during 1989-90 toward greater efficiency, effectiveness and public accountability.

In August the new administration took immediate steps to clarify for every employee that public safety is DYS' number one institutional priority. The completion of perimeter fencing to enclose our facilities, new security policies, special staff awareness training and a pervasive, daily emphasis on security have enabled DYS to reduce escapes by over 80%. Additionally, through assistance from your Office we have extended victims' rights and services with a program encouraging victim participation in the juvenile parole process. We believe the visible improvement in security at DYS institutions, and the assurance that certain juvenile crime victims can have a voice in parole decisions, represent significant gains toward the restoration of public confidence in South Carolina's juvenile justice system.

Another aspect of public trust that we intend to strengthen is accountability for the judicious use of state tax dollars. To that end we are vigorously assessing DYS' management and programmatic structures with two goals: 1) to ensure an orderly, direct communication process between executive and line staff by removing or reducing unwieldy, costly mid to upper management levels; and 2) where possible, to redirect existing funds from administrative support to "hands on" programs where children and families are being underserved. We began this task at the top by streamlining DYS' executive staff from five assistant

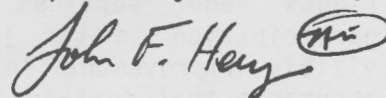
Honorable Carroll A. Campbell, Jr.
Letter
Page 2

commissioners and a supervising deputy commissioner to three deputies who report directly to the Commissioner. Continuing the process in FY 1990-91, we already have announced the closing of all our regional community offices, thereby making available approximately \$500,000 for new community crime prevention programs in every judicial circuit without spending any new taxpayer dollars to do so.

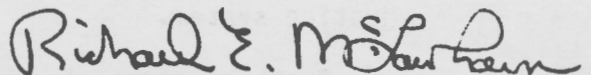
However, we also must say that even the most judicious use of current resources cannot correct major funding deficiencies which exist today at levels far worse than the beginning of the last fiscal year. During 1989-90 we experienced new records for the decade in number of admissions to the institutional programs. Daily, severe overcrowding has created institutional conditions that fail to meet many basic professional standards, compromising staff and juvenile safety and making the Agency legally vulnerable. At a time when we desperately need relief for the institutions through strong community alternatives, our community cases are rising with caseloads averaging 143% of the state standard.

We must enlist the state's support to address these compelling problems, which too often preclude meaningful intervention for the juveniles committed to our care. In return, we pledge to continue our pursuit of excellence as an organization of public servants, understanding that our important responsibility to help redirect the lives of troubled children demands nothing less than the best from every employee.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "John F. Henry". To the right of the signature is a small, circular stamp containing the word "HIS".

John F. Henry
Chairman

A handwritten signature in dark ink, appearing to read "Richard E. McLawhorn".

Richard E. McLawhorn
Commissioner

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HISTORY OF JUVENILE CORRECTIONS IN SOUTH CAROLINA

South Carolina's modern juvenile justice system incorporates a broad spectrum of services geared toward protecting the public, preventing delinquency and rehabilitating juvenile offenders. However, juvenile corrections originated as an offshoot of the adult system, and for many years its orientation was entirely punitive.

State recognition of the delinquency problem actually dates from 1875 when a wing of the state penitentiary was designated a "reformatory" to accommodate young boys. Between 1900 and 1920, three separate juvenile correctional institutions segregated by race and sex were established under auspices of the State Board. Legislation enacted in 1946 placed management and operation of these facilities under the Board of State Industrial Schools. A Division of Placement and Aftercare, added in 1954, was empowered to authorize a child's release prior to the twenty-first birthday.

Although the Board of State Industrial Schools maintained administrative authority over the institutions, each functioned as a separate entity evidencing little coordination of effort. State funding was concentrated in physical improvements, and no resources were allocated to recruitment of professional staff. The result was a highly inadequate level of treatment and rehabilitation. Education programs remained outside the mainstream of the state instructional system since they received neither funding nor supervision from the Department of Education. While these deficiencies in operation and effectiveness were recognized increasingly by concerned citizens, reforms were not instituted until the late 1960's.

Legislation enacted during 1966 changed the name of the governing body to the Board of Juvenile Corrections which, in the following year, appointed a State Director. Although the new Director was charged with the responsibility of centralizing and coordinating the administration of all units inclusive of integrating the operational facilities and divisions, no staffing was provided to his office. Integration was not accomplished until 1968, when a class action suit was prosecuted successfully in federal court. Court-ordered compliance with the Civil Rights Act of 1964 then freed access to federal funding through the Elementary and Secondary School Act, engendering major improvements in academic and vocational instruction. In 1971, passage of the Federal Omnibus Safe Street Act and related juvenile delinquency legislation authorized establishment of State Law Enforcement Planning Agencies. Task forces were then appointed to examine the problems of crime and delinquency and assess long and short-term needs.

In 1969 the State Legislature responded to the issue of juvenile justice reform by creating an entirely new agency, the Department of Juvenile Corrections. The enabling legislation affirmed Placement and Aftercare as a separate Division, which

subsequently achieved Departmental status in 1971. Within the two new agencies, professional staff developed and implemented programs. During this time, the institutional population began to drop as a new thrust toward community-based services was initiated.

Legislation enacted during 1972 changed the name of the Department of Juvenile Corrections to the Department of Youth Services, and further stipulated its organization into two internal divisions: Juvenile Corrections, responsible for treating institutionalized children, and the Youth Bureau, responsible for implementation of community programs. A major focus of the Youth Bureau was the deinstitutionalization of status offenders in South Carolina.* A substantial federal grant, awarded in 1975, funded support services and other community alternatives.

Further significant progress in services to delinquent youth occurred in 1976 with passage of the Judicial Reform Act. This legislation expanded the network of individual county Family Courts into a unified system operated by the state. The Act was amended during 1978 to provide that the Department of Juvenile Placement and Aftercare (JP&A) administer intake and probation. In 1980, JP&A assumed the additional responsibility of detention/release screening for juveniles taken into custody by law enforcement.

Although the years of 1969-1980 represented substantial progress in assuring uniform and appropriate services to delinquent youth in South Carolina, it became widely recognized that the evolution of a two-agency system had resulted in costly duplication of effort, particularly in the areas of administration and community programs. To remedy that inefficiency, the Legislature passed the Youth Services Act of 1981, merging Juvenile Placement and Aftercare and Youth Services into a single Department of Youth Services.

Cited in the enabling legislation were the following organizational and programmatic needs: 1) developing a single policy direction for juvenile justice; 2) offering a comprehensive array of community-based treatment and prevention programs; 3) combining management structures and supportive functions to avoid duplication and free resources for enhancement of services; 4) eliminating the competition for funding inherent in a two-agency system; and 5) presenting to the public a consistent and comprehensible system of juvenile justice services. The Youth Services Act created a Policy Board to guide the Department's

*Status offenders are juveniles charged with offenses which would not be crimes if committed by an adult such as running away, incorrigibility, and truancy.

administration of services and a separate and independent Juvenile Parole Board to determine the time of release for institutionalized juveniles. Descriptions of the two Boards, the Department's organizational components, and the range of services provided are included in following portions of this report.

In addition to its organizational provisions, the merger legislation embodied several major changes in the juvenile code. It prohibited the commitment of status offenders to the Department except for purposes of evaluation, and it increased from 10 to 12 the minimum age for institutionalization of all other offenders. Age restrictions also were mandated for local jail detention, requiring court orders for 11 and 12 year olds and abolishing confinement for children under the age of 11. Thus, the Youth Services Act of 1981 culminated 12 years of organizational, programmatic and legal reforms by creating a unified Department with the goals of protecting public safety and being responsive to the treatment needs of individual youth at all points in the juvenile justice system.

THE STATE BOARD OF YOUTH SERVICES

The State Board of Youth Services governs the Department. It is comprised of one member from each of the state's six Congressional Districts, appointed by the Governor with the advice and consent of the Senate. Additionally, the State Superintendent of Education or his designee serves as an ex-officio voting member and the Supervising Chaplain of the Department as an ex-officio non-voting member. Thus, the State Board has eight members, of whom seven are voting members.

Members serve for terms of five years and until their successors are appointed and qualified. The Board elects from its body a chairman, who serves for one year and cannot succeed himself/herself, a vice chairman and a secretary. Meetings are held monthly.

The Board maintains exclusive responsibility for Departmental policy. It is vested with the authority to hire a Commissioner and delegates to the Commissioner management of Departmental affairs. The Board may enter into agreements with the governing bodies of other state agencies to accomplish more efficient management of programs, negotiate contracts, and expend public funds as necessary within appropriated funds to carry out its responsibilities.

THE JUVENILE PAROLE BOARD

The Juvenile Parole Board is charged with reviewing the progress of juvenile offenders committed to the custody of the Board of Youth Services and deciding to release or revoke release. The Board consists of 10 members appointed by the Governor with the advice and consent of the Senate, including one from each of the six Congressional Districts and four from the state at-large.

Members serve four year terms and until their successors are appointed and qualified. The Board elects from its body a chairman, who serves for one year and cannot succeed himself/herself, a vice chairman and a secretary. Meetings are held at least monthly and as often as necessary to ensure that the case of each juvenile committed to the Department's correctional facilities is considered quarterly.

The Parole Board has the authority to issue temporary and final discharges or release youth conditionally by prescribing certain conditions for their aftercare. To that end it is mandated to issue written guidelines for release consideration. By law, the Board may order restitution as a condition of release. During fiscal year 1989-90, the Board released 712 juveniles of whom 604 were placed on conditional release status.

THE DEPARTMENT OF YOUTH SERVICES

The Department of Youth Services is mandated to provide a full range of juvenile justice services, including: crime prevention programs; detention/release screening; intake; probation supervision; aftercare supervision; restitution; community supportive functions; institutional treatment and education; and Interstate Compact administration. To respond to these broad responsibilities, the Department is divided into four organizational components: 1) Commissioner's Office; 2) the Operations Division; 3) the Institutional Division; 4) and the Community Division. The Office of the Commissioner is located on the institutional grounds at 4900 Broad River Road in Columbia. The Department employs more than 1,000 staff members dispersed throughout the state.

COMMISSIONER'S OFFICE

The Commissioner, in conjunction with the State Board of Youth Services, develops and implements Departmental policy. He is charged with ensuring efficient management of the Department, bearing the ultimate responsibility for planning, organization, staffing, budgeting, reporting and day-to-day operations. Working closely with the Commissioner is an Executive Assistant who oversees the day-to-day operations of the Commissioner's Office, coordinates activities which are inter-governmental or legislative in scope, and supervises personnel who perform support functions for the Commissioner's Office, which include internal audit, ombudsman services, and administrative support.

Internal audits are conducted by an Audit Supervisor who initiates and plans financial and performance audits to examine agency fiscal operations and policy, ensuring conformity with state regulations and accepted accounting practices.

Ombudsman services are administered by the Agency Ombudsman who plans, organizes, and directs a system for reporting, receiving, investigating and collecting data on complaints and

charges of abuse/neglect made by the agency's offender population. Allegations of abuse/neglect are investigated by the Ombudsman, whose documented findings are reported in writing to the Commissioner and appropriate external authorities. An investigator from the Department's Public Safety Division assists the Ombudsman on an "as needed" basis.

Also functioning within the Commissioner's Office are the Agency's Attorney and the Public Information Director. Because of DYS' inherent involvement in the judicial system, agency staff are constantly in need of legal advice. The Agency attorney provides legal interpretations, court representation, and legislative review. He is also available to the Boards, the Commissioner, and Agency staff to review proposed policies as they relate to state and federal law.

Public information activities are carried out by the Public Information Director, who develops press releases, and coordinates all media contacts. The Department is committed to promoting public awareness of juvenile justice programs in South Carolina. To that end, the Public Information Director provides information to stimulate interest in agency activities and increase general knowledge of the Agency's responsibilities, objectives, and policies. In 1990-91, the public information function will be split between an External Public Information Director, under direct supervision of the Commissioner, and an Internal Information Director responsible for intra-agency communications and supervised by the Deputy Commissioner for Operations.

As a result of reorganization this year the functions of Chaplaincy and volunteerism were placed directly under the Commissioner's supervision. These functions are critical to the spiritual and emotional well being of DYS' juvenile offender population. Placement within the Commissioner's Office will promote and assist the Chaplain's recognized role of advocacy for DYS' incarcerated juveniles. The Chief Chaplain also has been directed to ensure that religious training and counseling be developed at all marine/wilderness programs and group homes.

The Department of Youth Services offers a comprehensive, non-denominational religious program for its juveniles. Under direction of the Supervising Chaplain, Chaplains are assigned to each of the four correctional facilities. All are seminary graduates with specialized clinical training in working with the emotionally disturbed child.

Juveniles may select from a wide range of religious activities, including formal church services on campus, Sunday School classes, vespers, and religious programs in the community. The juveniles have access to printed religious material subsidized through solicitation of free literature and correspondence Bible study courses. A Chaplain maintains close contact with the child's religious advisor at home to facilitate long-term adjustment upon return to the community. Additionally, chaplains

offer spiritual counseling and are available for consolation to students and their families as well as Agency staff in times of sickness, crisis or death. Chaplains are also involved closely with the Agency's volunteer program.

The South Carolina Department of Youth Services embraces the concept that volunteers can and do play an important role in the treatment of juvenile offenders and the general operations of the agency. They are not substitutes for staff members, but they strengthen and enhance existing programs. The Agency is committed to maintaining and expanding a full scale volunteer program which includes recruitment, screening, training, evaluation and recognition.

Within the institutional setting, Chaplains and other staff members utilize volunteers and interns in working with the juveniles. Each year, the Southern Baptist Convention sponsors student summer missionaries from different states to work with youth for ten weeks. Church and civic groups frequently sponsor a housing unit or an entire institution for recreational activities, parties, meals or worship services. In the community, volunteers and interns participate in such areas as professional services, tutoring, counseling, sponsorship and coaching sport activities.

During 1989-90, the new Commissioner made a personal effort to encourage volunteer participation in DYS programs through speaking engagements with civic organizations, church groups and educational institutions. He addressed the faculty and student body of Columbia Bible College to express DYS' goals, priorities and the need for private sector involvement through active volunteerism to battle juvenile crime.

Based on new priorities established in 1989-90, DYS will be reorganizing the Community Division to centralize and promote volunteer utilization under a State Director of Crime Prevention, Intervention and Volunteer Services. The State Director will oversee program development, assisted by district level directors in five locations: Spartanburg, Greenville, Columbia, Lexington, and Charleston.

Table I presents more detailed information about volunteer utilization during 1989-90, including the type of services rendered, the number of volunteers and hours of service, the total dollar value for volunteer hours as required by the Governor's Office on Volunteerism, and an accounting of merchandise and cash donations.

OPERATIONS DIVISION

The Operations Division furnishes primary support to the Commissioner and the Institutional and Community Divisions of the Department of Youth Services, as well as providing direct juvenile services in the areas of treatment and parole. Headed by the Deputy Commissioner for Operations, this division encompasses six

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

Table I

Volunteer Utilization for 1989-90

I.	<u>Type of Service</u>	<u>No. of Volunteers</u>	<u>Hours of Service</u>	<u>Dollar Value of Services/Goods</u>
	Interns	242	14,622	\$ *
	Community Workers	42	6,062	54,558.00
	Group	1,098	2,521	22,689.00
	Religious Activities	1,547	6,749	60,741.00
	Education	57	2,792	25,128.00
	Student Missionaries	12	1,553	13,977.00
	Sponsors	460	2,002	18,018.00
	Recreation	287	3,863	34,767.00
	Foster Grandparents	11	8,472	*
	Board Members	16	846	10,998.00
	Professional Services	20	88	792.00
	Pet Therapy	1	34	306.00
	Clerical/Data Entry	11	2,146	10,730.00
	Public Safety	2	320	2,880.00
	Other (counseling, law related education, life skills, music, art, debate, cooking, chess club)	<u>295</u>	<u>1,543</u>	<u>13,887.00</u>
	Total	4,101	53,613	\$269,471.00
II.	Merchandise donated	369		\$ 59,837.67
III.	Cash donated	68		\$ 7,100.00
	GRAND TOTAL	4,538	53,613	\$ 66,937.67

key functional areas which are critical to the daily operations of the Department. These areas are Budget Management, Finance, Information Resource Management, Parole, Personnel and Staff Development, and Treatment Services. The Operations Division is staffed by 105 employees, comprising about 10% of the Departmental work force.

Budget Management

The Budget Section monitors the Agency's overall funding status and coordinates the internal management of funds. This responsibility includes the processing of both internal and external budget transfer requests, and requires frequent coordination with the Budget and Control Board staff. Periodic reports concerning the Department's budget status are prepared and distributed by the Budget Office staff.

This unit must also oversee the functions of a decentralized budget system, comprised of approximately 50 departmental budget managers throughout the state. The Budget Office must insure that accurate, concise, and complete data is provided to those who have been delegated budget authority. A particular challenge in 1989-90 was to operate the Agency in such a way that mandated services and security priorities were addressed while maintaining the 8.1% vacancy rate necessary to keep the budget in balance. Prudent budget management and utilization of resources enabled DYS to provide basic services despite the required higher vacancy rate. Representatives of the Budget Office assist in staffing of the internal Departmental Budget Committee.

Additionally, the Budget Office provides information and assistance to staffs of the Budget and Control Board, the House Ways and Means Committee, and the Senate Finance Committee during executive and legislative budget deliberations. The Agency Budget Director attends Budget and Control Board and legislative committee meetings to monitor the progress of agency issues and requests and to serve as the Commissioner's representative on budgetary matters.

Finance

The Finance Section provides the Department with a fiscal management system for all funds made available to the Agency. Finance is composed of two working units, which are Accounting and Purchasing.

Accounting maintains records of expenditures and receipts and manages fiscal aspects of federal grants. Additionally, accounting processes vouchers for payment of goods and services which have been properly authorized and meet all agency and State criteria. This involves frequent contact with the Comptroller General's Office. Accounting also assists representatives of the State Auditor's Office in the preparation of the agency's annual financial audit. DYS has received clean audits for eight consecutive years.

The Purchasing Unit is responsible for the procurement of all goods and services for the agency, including the handling of leases and contracts. Great care is taken to ensure that all procurements are processed in accordance with agency and state policies and regulations. In this regard, Purchasing assists representatives of the State Auditor's Office in the preparation of the agency's procurement audit, which is completed once every three years. The Department received a rating of "outstanding" on its 1989-90 audit. As a result, DYS' in-house authorization for purchases was doubled from \$25,000 to \$50,000.

Information Resource Management

The Information Resource Management (IRM) Office provides a variety of key support services to the Department. The Information Systems section of IRM is responsible for systems development, maintenance, and upgrades of the juvenile textual and data systems and the financial information system (SABAR); technical assistance and training to systems users; management of Agency telecommunications systems, fixed assets and inactive juvenile records; and provision of mail, copying, and word processing services. The last year saw substantial progress on two related projects that will greatly improve the availability, accuracy and flow of information within DYS: the "paperless" juvenile folder system, and electronic mail capability. These innovations effectively link DYS' administrative offices, institutional programs, residential alternative programs and the forty-six county offices within a communication network. The network provides each user with immediate access to juvenile service files and allows the rapid transfer of juvenile or administrative information from site to site.

Responsibilities of the Information Services Section include: developing the Agency Budget and Permanent Improvement Plans; providing staff support to the Budget, Research, and Information Technology Committees; preparing the narrative annual report; completing annual and monthly statistical reports on DYS' juvenile offender population; monitoring legislative activity through weekly and annual reports; conducting research and evaluation studies to aid the agency in identifying effective programs and resolving management issues; measuring resource allocations to various service areas through annual computation of an agency cost model; developing/administering grant proposals to add resources for new program development throughout the Department; and responding to internal/external information requests.

Parole

Under the supervision of the Director of Parole, this section includes six Parole Examiners, who function as liaisons between institutional and community-based staff. They consult with the juvenile offenders' treatment teams and aftercare counselors to coordinate pre- and post-commitment goals. Parole Examiners also have the responsibility of preparing and presenting cases to the

Juvenile Parole Board for release consideration. The total number of cases presented to the Board in 1989-90 was 2,414, reflecting a 15% increase over 1988-89 (2,053).

The preparation of cases and Parole Board actions on cases are in accordance with written guidelines established pursuant to the Youth Services Act of 1981 and adopted by the Board of Youth Services. These guidelines weigh the seriousness of the committing offense, the juvenile's overall judicial history, and behavior since institutionalization, to assign a suggested range of months for the institutional commitment. The Parole Board may elect to release a juvenile early or detain him longer than the guidelines when mitigating or aggravating circumstances exist.

A recent major development in the Parole Section has been the addition of a Victims Assistance Program, funded mainly through a grant from the Governor's Office and the shifting of resources from other areas. This program will work with victims of juvenile crime to: (1) help the victim deal with the emotional, physical and financial impact of victimization; (2) keep the victim informed about how the institutional length of stay is determined for juvenile offenders and how the parole system operates; and, (3) provide the victim an opportunity to speak or write to the South Carolina Juvenile Parole Board whenever a juvenile offender is being considered for a release. The staff of the Victims Assistance Program will work with institutional and community-based programs, such as restitution, to provide a balanced approach to addressing the overall needs of victims of juvenile crime throughout the state.

The Victim Assistance Program is just one reflection of the new administration's overall effort to be more responsive to legitimate public concerns. Also evidencing this commitment in 1989-90 were the following initiatives: 1) DYS advocacy of state legislation to assure that victims of violent juvenile crime are accorded the same rights as persons victimized by adult offenders; and 2) DYS advocacy of new laws to enable sharing of information about juvenile criminal records with prosecutors, and to share information about violent juvenile offenders with the public school system when youth return from institutional custody. Within its existing legal authority, the Agency has begun sharing information about children's progress in DYS schools with the home school districts when the children leave DYS institutions.

Personnel and Staff Development

This section is responsible for a myriad of personnel management functions including: training, conference planning, classification of positions, employee benefits, agency-wide performance evaluation procedures, new employee orientation, recruitment, affirmative action compliance, and employee relations. In 1989-90, the Department of Youth Services ranked fourteenth among state agencies for compliance with affirmative action goals. All actions pertaining to human resource

management, especially those which either directly or indirectly affect an employee's status with the agency, are coordinated by Personnel. In addition to supporting the management of the agency, Personnel provides employee relations assistance to all staff, and develops and implements training programs designed to maximize the effective utilization of agency personnel resources.

Treatment Services

Treatment Services administers specialized services for juvenile offenders in the Department's Institutional and Community Programs. This Section is comprised of Institutional Psychology, Community Psychology, Medical Services for institutionalized juveniles (including Dental, Nursing, Psychiatric, and Pharmacy), Internal Advocacy, and Revocation Services. An ongoing basic responsibility of Treatment Services is serving as a liaison with the Departments of Mental Health and Mental Retardation to develop cooperative strategies for treating emotionally handicapped and mentally retarded youth. Additionally, increasing emphasis is being placed upon developing and implementing programs designed to help troubled youth overcome problems of alcohol and drug abuse and sexual offending. A wide variety of services are offered both within the institution and at the community level to help young people in trouble change patterns of behavior which impair their ability to become productive, well adjusted, and law abiding members of society.

COMMUNITY PROGRAMS

The Community Division, headed by a Deputy Commissioner, administers prevention, diversion, detention/release screening, intake, probation and aftercare supervision, restitution, and community-based support services. For management purposes, the state is divided into six geographic regions which encompass the sixteen judicial circuits. Regional Directors manage services in each of these multi-county areas. Further, each judicial circuit or subdivision thereof is directed by a local Counselor-in-Charge. A total of 349 Agency employees, or approximately one-third of the Agency's work force, are assigned to Community Programs.

The Community Division will undergo reorganization in 1990-91 to eliminate regional offices, thereby freeing existing resources for redirection to the Commissioner's Crime Prevention Initiatives.

Prevention/Diversion

Focusing on prevention and deterrence of delinquent behavior and juvenile delinquency, the State Program Coordinator provides statewide direction for prevention and diversion services, and oversees implementation of the State's Delinquency Prevention Plan. Additionally, prevention specialists are assigned to each regional office and the larger Family Court offices. These staff work with the local community to plan and develop specific

programs and activities which promote positive youth development within the home, school and neighborhood of the community. Current efforts include:

Community Forums (Youth: Year 2000 Project) Youth Speakouts are community development projects operational at various sites throughout South Carolina. The goal of the forums is to prepare at-risk youth for personal and economic self-sufficiency in the 21st Century. The Department's prevention staff provides facilitative leadership, technical assistance and training as needed by project steering committees. This process has the capacity to move a community from talking about the youth at-risk problem, to planning strategically for needed action and then implementing the local plan for positive change.

Juveniles and the Law Program is a law-related educational program operational in most county offices for first-time public order and property offenders. The goal of the 10 week (20 hour) program is to improve the citizenship skills of juvenile offenders by helping them learn about the law, the legal system and government. The Department's prevention staff provides technical assistance and training for instructors teaching the program. Wherever possible volunteers or DYS staff serve as instructors, reducing the cost of temporary personnel. The average class includes ten juveniles and the records of those students successfully completing the program are sealed from future reference or destroyed.

Double Dutch is a recreational program which uses competitive events to promote physical fitness, individual effort and team cooperation, creativity and personal self-confidence for all youth involved. Because of the Department's new emphasis on treatment and crime prevention, group counseling is conducted when teams have free time between competitive events. Double Dutch is a jump-rope program sponsored statewide by the Department with co-sponsorship from the McDonald's Association of Charleston. The Department sponsored several teams to represent South Carolina in the World Institutional Double Dutch Championship held in Winston-Salem, North Carolina.

As noted previously, the new administration has set crime prevention as an Agency priority. The Community Division will be reorganized to create a State Director of Crime Prevention, Intervention and Volunteer Services with District level directors in five key locations throughout the state. Through reorganization and redirection of funds these positions will be filled in 1990-91 and new programs will be implemented without additional cost to state taxpayers.

Camp Paupi-Win

Each year the Community Division sponsors a special week-long summer camp named "Paupi-Win" from an Indian word meaning laughter. Approximately 100 campers, mostly 12-to-15 year olds, attend the week-long camp. Staffed primarily by DYS employees, the camp program includes a wide variety of activities such as backpacking, canoeing, drama, and law-related education. Expanded group counseling programs began during the summer, 1990, camp. Employee enthusiasm for the project, coupled with generous donations of funds and goods from the public, have enabled Camp Paupi-Win to become an annual event eagerly anticipated by campers and staff alike.

Twenty-Four Hour Detention/Release Screening

The Department of Youth Services through its Community Programs Division is responsible for determining whether juveniles taken into custody by law enforcement should be detained in jail or released pending court appearance. To accomplish this responsibility in a uniform manner throughout the state, specific criteria define those circumstances which justify detention. The criteria reflect guidelines concerning community protection, an orderly court process, and the safety of the child. Law Enforcement concurrence is required for release if a child has been charged with a violent crime.

Twenty-four hour statewide coverage has necessitated recruitment of contractual agents for evening, weekend and holiday calls. These agents meet educational and age criteria, are subject to a criminal records check and must complete a twelve hour training program. Answering services, beepers or direct call systems enable prompt communication between Departmental staff/agents and Law Enforcement agencies in each county. Law Enforcement can reasonably expect on-site response by a counselor or agent within one hour of notification.

Through intervention at the front end of the system, the Department is working toward the goal of eliminating jail detention except as a "last resort" alternative when a youth is judged to be dangerous to self or to the community. During fiscal year 1989-1990, 5,085 juveniles were screened for preadjudicatory detention, and of those, 3,249 (64%) were released to their parents or other appropriate community placements.

Intake

Intake staff are available to provide immediate assistance when a juvenile is taken into custody or brought to the attention of the Family Court. They offer crisis intervention counseling, conduct preliminary interviews with children and their families, and make referrals for juveniles who exhibit special needs. When a child has been taken into custody, Intake is equipped to seek alternatives to detention or expedite court processing of the

case. Law Enforcement accounts for the majority of referrals to Intake, although cases also originate from parents, schools and social service agencies. In South Carolina, school referrals comprise 21% of the total, compared to just 4% nationally.

Intake staff provide information and recommendations to assist solicitors in making prosecutorial decisions. They also prepare pre-dispositional reports for Family Court Judges to assist in selection of alternatives for incarcerating children adjudicated delinquent.

Table II presents referrals to intake by type of offense, sex and county for 1989-90. The state as a whole recorded 18,369 referrals. While new cases increased just 1% over the number for 1988-89, serious and violent cases increased by 9%. As indicated in Figure 1, 66% of the referrals statewide were derived from crimes against property/public order. Status offenses accounted for 28% of the total.

Probation and Aftercare

Probation and aftercare counselors supervise youth placed on probation by the Family Court or discharged from institutions on conditional release status by the Juvenile Parole Board. These counselors work with the child and his/her family to establish behavioral guidelines and set treatment objectives in a written treatment plan. Progress in meeting the objectives is monitored through monthly office, home and school visits. Referrals are made as necessary to appropriate community programs. In the event that a child on probation must be committed to a juvenile correctional facility, the counseling relationship is maintained through contact with Parole Examiners at the institutions and on-site visitation.

During 1989-90, the average probation caseload statewide on any given day was 2,977, while that for parole (aftercare) was 420.

The total daily caseload for community supervision of 3,397 represents a 5% increase over last year's figure of 3,246. Individual caseloads averaged 50 juvenile offenders per DYS probation officer, which is 143% of the state standard. County caseloads ranged as high as 1:96 (Darlington County) because of the high vacancy rate DYS maintained in order to keep its budget in balance.

Restitution

Legislation enacted in 1980 authorized the Family Court and the Juvenile Parole Board to impose restitution in the form of supervised community service or monetary reparation up to the amount of \$500. Accordingly, DYS established a restitution program based on an accountability model which offers services

TABLE II

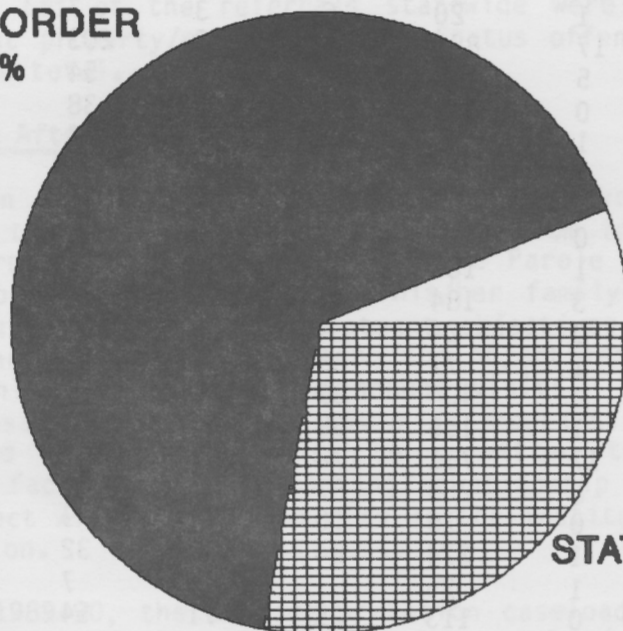
Referrals to Intake by Type of Primary Offense,
Sex and County, FY 1990

County	Acts Against Persons		Acts Against Property		Status Offenses		Total		Total
	Male/Female		Male/Female		Male/Female		Male/Female		
ABBEVILLE	2	0	50	13	16	10	68	23	91
AIKEN	25	4	295	75	93	145	413	224	637
ALLENDALE	14	1	88	21	12	15	114	37	151
ANDERSON	24	3	252	80	213	169	489	252	741
BAMBERG	10	2	40	7	21	13	71	22	93
BARNWELL	6	0	24	1	4	3	34	4	38
BEAUFORT	13	2	187	34	67	68	267	104	371
BERKELEY	38	8	315	78	84	69	437	155	592
CALHOUN	1	1	20	6	3	7	24	14	38
CHARLESTON	107	17	896	239	173	203	1176	459	1635
CHEROKEE	19	5	155	33	76	54	250	92	342
CHESTER	8	0	99	24	32	38	139	62	201
CHESTERFIELD	3	1	93	19	51	34	147	54	201
CLARENDON	12	1	58	9	33	26	103	36	139
COLLETON	10	1	97	15	22	24	129	40	169
DARLINGTON	14	0	115	31	32	23	161	54	215
DILLON	18	1	186	51	21	33	225	85	310
DORCHESTER	29	3	184	47	56	48	269	98	367
EDGEFIELD	6	0	24	4	0	1	30	5	35
FAIRFIELD	14	1	77	35	31	24	122	60	182
FLORENCE	42	8	404	89	147	131	593	228	821
GEORGETOWN	26	1	155	68	61	46	242	115	357
GREENVILLE	134	17	731	172	91	82	956	271	1227
GREENWOOD	24	8	259	87	35	27	318	122	440
HAMPTON	3	0	76	10	14	9	93	19	112
HORRY	12	1	274	84	43	32	329	117	446
JASPER	3	1	25	1	6	7	34	9	43
KERSHAW	4	0	113	25	71	54	188	79	267
LANCASTER	12	2	276	49	103	83	391	134	525
LAURENS	19	1	159	42	16	20	194	63	257
LEE	0	0	51	15	21	6	72	21	93
LEXINGTON	18	1	477	156	107	133	602	290	892
MCCORMICK	0	0	8	1	0	0	8	1	9
MARION	4	1	174	46	53	37	231	84	315
MARLBORO	11	4	99	27	19	16	129	47	176
NEWBERRY	5	1	81	25	30	31	116	57	173
OCONEE	2	0	83	20	24	10	109	30	139
ORANGEBURG	10	2	143	50	52	52	205	104	309
PICKENS	18	1	231	62	143	65	392	128	520
RICHLAND	78	5	784	226	59	52	921	283	1204
SALUDA	0	0	32	7	1	5	33	12	45
SPARTANBURG	102	9	762	252	133	134	997	395	1392
SUMTER	18	3	265	73	78	83	361	159	520
UNION	7	0	150	22	16	15	173	37	210
WILLIAMSBURG	8	0	95	8	17	23	120	31	151
YORK	28	4	298	107	227	318	553	429	982
OUT OF STATE	11	2	106	38	18	21	135	61	196
TOTAL	972	123	9566	2584	2625	2499	13163	5206	18369

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

FIGURE 1
OFFENSE INVOLVEMENT AT INTAKE, STATEWIDE
FY 1990

**ACTS AGAINST PROPERTY/
PUBLIC ORDER**
66%



**ACTS AGAINST
PERSONS**
6%

STATUS OFFENSES
28%

responsive to victim, community and offender needs. The Department encourages use of restitution as an alternative to incarceration and as a special or sole condition of probation or parole. Intake counselors may recommend that judges order restitution for probationers, while Community Programs' staff may suggest through counselors that the Parole Board order restitution as a condition of institutional release.

Fire stations, animal shelters, churches, recreation departments and law enforcement agencies are typical of the public and private non-profit organizations recruited as work sites for community service. Some of the sites utilized in 1989-90 included Pelion Fire Department, Tega Cay Community, Goose Creek High School, Cheraw Police Department, American Cancer Society, Aiken City Recreational Department, Lexington Animal Shelter, Columbia Metro Airport and Riverbanks Zoo. York County juvenile offenders ordered to perform community service were used in the Hugo cleanup effort. The Juvenile Restitution Program, Inc., in Charleston, a private non-profit organization, has provided technical assistance to the Department and coordinated efforts in that locale.

During fiscal year 1989-90, 3,784 juveniles were ordered to make restitution for their crimes statewide, an increase of 21% over 1988-89. These included 1,443 in the monetary category and 2,341 in the community service category. The dollar amount ordered was \$332,371, while hours of community service ordered were 120,904. A total of 2,797 restitution orders were successfully completed during the 89-90 reporting period, reflecting a 26% increase over the previous year. This increase is attributable to a deliberate emphasis on restitution for appropriate offenders in 1989-90. Restitution and other forms of offender accountability will continue to receive increased emphasis and closer monitoring to ensure maximum utilization as the Agency reorganizes the Community Division for greater effectiveness and efficiency in 1990-91.

Community Support Services

Community Support provides specialized ancillary services for Community Programs. This section is responsible for administering the Interstate Compact on Juveniles, Residential Care, and Placement Services.

The Interstate Compact on Juveniles reflects a cooperative agreement among the fifty states, the District of Columbia and Guam. In South Carolina, the Commissioner of the Department of Youth Services acts as its administrator, assuming responsibility for:

1. Cooperative supervision of delinquents on probation or parole;
2. Interstate return of delinquents who have escaped or absconded;

3. Interstate return of non-delinquent runaways; and
4. Other measures for the protection of juveniles and the public that the states decide to undertake cooperatively.

The Community Programs Division, through its Support Services Section, supervises daily operations relating to the Compact. During 1989-90, 117 probation and parole cases were accepted into South Carolina from other states, while 135 cases from South Carolina were transferred to other states. One hundred seventy-three runaways apprehended in South Carolina were returned to homes out of state, and 112 South Carolina runaways were brought back to this state.

Residential Care oversees five Department-operated group homes and shelters as well as a special intensive program for chronic status offenders. In addition to these Agency group homes, the Department contracts with 16 residential programs throughout the state to provide short and long-term placements. The Department-operated shelters include Hope House and Crossroads "walk-in" or self-referral shelters affiliated with the National Runaway Hotline. Hope House is centrally located in Columbia, while Crossroads in Charleston serves mainly the coastal area. These facilities provide normal subsistence requirements, medical care, crisis intervention counseling and general assistance in reuniting children and their families. During 1989-90, Hope House and Crossroads together accepted 533 youth for residential services.

The Departmental group homes are Charleston Place for males, Greenville Boys Home, and Columbia Group Home, a co-educational facility located in Columbia. These homes provide residential based treatment programs which tap local resources for educational, recreational and health services. The goal during a child's three to six month stay is resolution of those interpersonal conflicts and behavioral problems which impair his/her functioning in the home setting. During 1989-90, a total of 147 children received services in Agency group homes.

The shelter and group home programs receive federal support through the Social Services Block Grant and The Runaway and Homeless Youth Act funds.

The Chronic Status Offender Program (CSOP) is a special, intensive treatment program for the repeat status offender whose needs have not been met in the home community. During their 50-day stay, residents participate in a variety of skills-building courses aimed at improving interpersonal skills and basic life skills, as well as counseling and regular academic work. Family involvement is considered a vital component of treatment, and every effort is made to ensure at least two therapeutic sessions during the child's stay. During 1989-90, a total of 158 admissions were recorded at the Chronic unit. A major impediment

to work at CSOP is the old, dilapidated building which houses the program -- its condition is one of the poorest at DYS, and funds have been requested to replace it.

Placement Services supports intake, probation and parole staff in securing alternative placements for juveniles. Placement Specialists recruit, screen and certify foster families; provide training and counseling assistance; disburse monthly subsistence allowances; and arrange placements on a contractual basis in non-Agency group homes around the state.

During 1989-90, a total of 1,237 contractual placements were made, including 300 to foster care, 624 to contractual group homes, and 313 to Marine Institute programs.

Community-Based Alternatives

The Department of Youth Services uses Marine Institutes, St. Luke's Center, and Family Preservation Services as alternatives to more costly institutional care.

The Department contracts with the Associated Marine Institutes of Tampa, Fla., to provide five marine institute programs and a wilderness camp in the state. The institutes are located in Charleston, Beaufort, Georgetown, Columbia, and Rimini, which opened this year. The new Rimini site is in Clarendon County, an economically depressed area of the state that welcomed program activities after many other proposed sites in South Carolina were abandoned because of public opposition. At the close of FY 1989-90, DYS had targeted several sites for the wilderness program to be located in the Piedmont.

Two of the Marine Institutes (Charleston and Midlands) are coed day programs; the remainder are residential, accepting male juveniles only. Marine Institutes are educational/vocational training programs for older juvenile offenders under the supervision of the Department. These programs are designed to work with chronic juvenile offenders and serve as an alternative to placing nonviolent juvenile offenders in more costly, overcrowded juvenile correctional institutions. Marine Institutes offer a six-month outdoors-oriented experience where youth prepare for the high school equivalency examination, and, according to the particular locale of the institute, learn a variety of vocational skills such as boat maintenance, welding, marine engine repair, seamanship, wildlife management, forestry, and park maintenance. Specific employment skills which are taught reflect input from local industries and such agencies as the Employment Security Commission, the State Development Board, the Wildlife Commission and Parks, Recreation and Tourism. Each institute accommodates approximately 75 juvenile offenders per year.

Each program's combination of life skills training, remedial education and pre-employment skills is designed to prepare each juvenile for local employment markets without having to return to

the public schools. Development of a strong work ethic and relevant job skills are emphasized daily through a diversified and challenging learning environment. As a form of restitution in the course of their training, the juveniles accept various environmental or local community service projects and offer assistance to PRT, Wildlife and Forestry. During FY 1989-90, 313 youth were served in Marine Institute programs.

St. Luke's Center, located in Columbia, is a neighborhood center which provides life skills and restitution opportunities to juveniles while serving as a channel of communication for the community-at-large. Referrals to St. Luke's originate from the Richland County field office. All activities are conducted using group work methods. Groups include life skills, social skills, anger control, and assertiveness training. During FY 1989-90, 367 youth were served in the St. Luke's Center Life Skills programs.

Family Preservation is an alternative program for the twelve and thirteen year old juvenile offender whose behavior is related at least in part to a seriously dysfunctional family environment. Family preservation provides intensive case services within the home to meet each family's unique needs. The purpose is to teach and promote whatever changes may be necessary to enable the family to retain and nurture its children. The program lasts for up to two months, allowing stabilization of immediate crises and the initiation of referrals for any required continuation of services. Treatment within the family context also serves the purpose of primary prevention for high risk siblings who have not yet come to the attention of the juvenile justice system. During 1989-90 a total of 67 families were involved through pilot contractual programs in Charleston and Greenville. Programs will be available in the Midlands and Pee Dee areas by 1990-91. The DYS administration is committed to expanding DYS' capability for early, family-based intervention with high risk children as a part of the Agency's new emphasis on addressing parental and family problems which affect children's behavior.

INSTITUTIONAL PROGRAMS

The Institutional Programs Division, headed by a Deputy Commissioner, operates four facilities centrally located in Columbia. The Reception and Evaluation Center (R&E) provides diagnostic services to juvenile offenders temporarily committed by the Family Court, while the three long-term correctional facilities serve juveniles committed on final judicial orders. The Institutional Division also provides recreational, educational and support services for its juvenile population. Security is maintained by the Public Safety Section. Overall, the Division's staff incorporates 603 employees accounting for more than 56% of the Departmental work force.

During 1989-90, the average daily population of all institutional programs was 737. Figure 2 illustrates the extent

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

to which DYS institutional facilities were overcrowded. On "average" days, R&E functioned at 127% of capacity and the long term facilities at 172% of capacity. During peak periods, R&E functioned at 187% of capacity and the long term facilities at 194% of capacity. Also highlighted is the Birchwood long term facility for violent offenders, which averaged double the number of juveniles it should have held to meet basic American Correctional Association Standards.

These extremes of overcrowding impact negatively on staff and offender safety, the capability of DYS to provide meaningful treatment programs and on the physical condition of the facilities, which are for the most part old and functionally inadequate according to modern standards. The Agency is responding to the overcrowding dilemma in several ways: 1) by requesting additional juvenile correctional officers to ensure appropriate levels of supervision on all shifts; 2) by exploring every feasible alternative in community-based options for non-violent offenders; and 3) by seeking funds to construct a replacement facility for R&E and make other substantial improvements to the physical plant.

Table III provides a distribution of commitments to R&E and the three correctional facilities by county for fiscal year 1989-90. South Carolina's most populous counties, (Charleston, Greenville, Richland, and Spartanburg), contributed the largest number of juveniles to the institutional population. As indicated in Figure 3, more than three-fourths of the temporary commitments to the R&E Center resulted from criminal offenses, with the remainder attributable to status offenses.

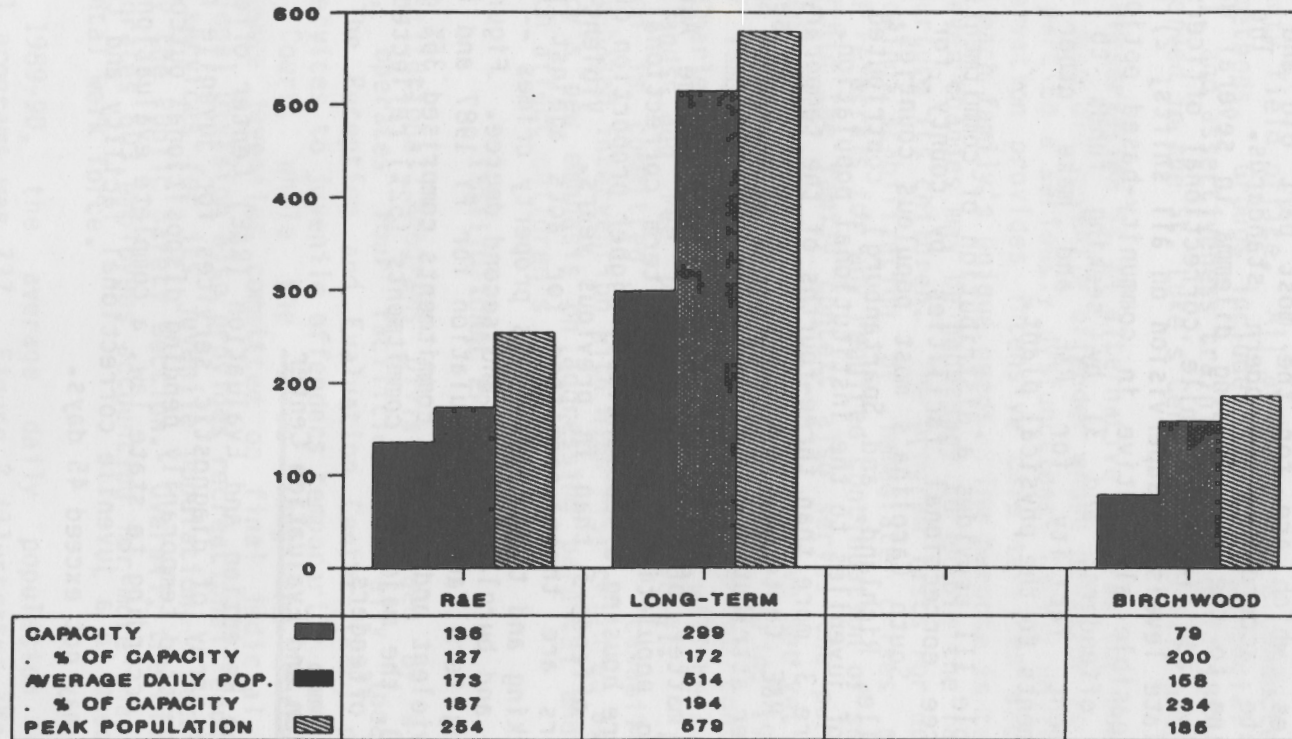
A matter of considerable concern to the Agency is the changing population of the long term correctional facilities, which are housing a substantially higher proportion of violent and serious offenders than in previous years. Violent and serious offenders are those committed for acts against person, drug trafficking and the most serious property crimes -- arson, first degree; and burglary, first and second degree. Figure 4 compares the long term facility population for FY 1987 and FY 1990. In 1987, violent and serious commitments comprised 36% of the total. By 1990, the majority of commitments (52%) reflected violent and serious offenders.

Reception and Evaluation Center

The Reception and Evaluation (R&E) Center offers a comprehensive array of diagnostic services for juvenile offenders who are committed temporarily pending dispositional outcomes in Family Court. According to state law, a complete evaluation must precede commitment to a juvenile correctional facility and the evaluation period may not exceed 45 days.

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

FIGURE 2
INSTITUTIONAL PROGRAMS AVERAGE AND PEAK POPULATIONS
FY 1990



SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

TABLE III

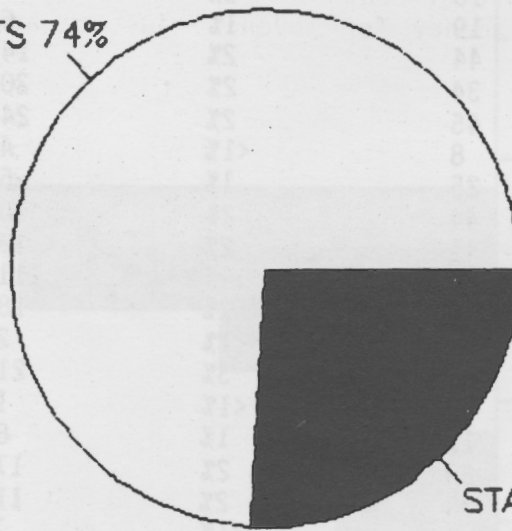
Commitments to Institutional Programs
by County, FY 1990

County	Reception and Evaluation Center	Percent of Total	Correctional Facilities	Percent of Total	County Total
ABBEVILLE	4	<1%	3	<1%	7
AIKEN	54	3%	46	5%	100
ALLENDALE	19	1%	8	1%	27
ANDERSON	84	4%	31	3%	115
BAMBERG	8	<1%	8	1%	16
BARNWELL	6	<1%	5	1%	11
BEAUFORT	33	2%	6	1%	39
BERKELEY	22	1%	18	1%	34
CALHOUN	10	1%	3	<1%	13
CHARLESTON	119	6%	56	6%	175
CHEROKEE	19	1%	5	1%	24
CHESTER	37	2%	14	2%	51
CHESTERFIELD	21	1%	5	1%	26
CLARENDON	10	1%	5	1%	15
COLLETON	19	1%	6	1%	25
DARLINGTON	44	2%	14	2%	58
DILLON	34	2%	20	2%	54
DORCHESTER	45	2%	24	3%	69
EDGEFIELD	8	<1%	4	<1%	12
FAIRFIELD	25	1%	5	1%	30
FLORENCE	44	2%	30	3%	74
GEORGETOWN	41	2%	12	1%	53
GREENVILLE	177	9%	111	13%	288
GREENWOOD	49	2%	18	2%	67
HAMPTON	9	<1%	2	<1%	11
HORRY	68	3%	21	2%	89
JASPER	5	<1%	1	<1%	6
KERSHAW	17	1%	8	1%	25
LANCASTER	39	2%	17	2%	56
LAURENS	38	2%	11	1%	49
LEE	9	<1%	7	1%	16
LEXINGTON	108	5%	38	4%	146
MCCORMICK	2	<1%	1	<1%	3
MARION	25	1%	15	2%	40
MARLBORO	29	1%	14	2%	43
NEWBERRY	19	1%	8	1%	27
OCONEE	19	1%	10	1%	29
ORANGEBURG	56	3%	33	4%	89
PICKENS	43	2%	7	1%	50
RICHLAND	178	9%	94	11%	272
SALUDA	8	<1%	2	<1%	10
SPARTANBURG	175	9%	68	8%	243
SUMTER	54	3%	20	2%	74
UNION	34	2%	18	2%	52
WILLIAMSBURG	9	<1%	4	<1%	13
YORK	66	3%	36	4%	102
OUT OF STATE	24	1%	2	<1%	26
TOTAL	1966	100%	888	100%	2854

TABLE III

Commitments to Institutional Programs
by County, FY 1990SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES
FIGURE 3RECEPTION AND EVALUATION CENTER
COMMITMENTS
FY 1990

CRIMINAL COMMITMENTS 74%

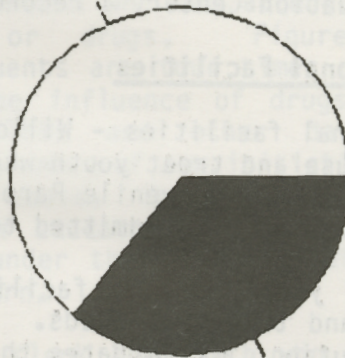


STATUS COMMITMENTS 26%

**SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES
FIGURE 4**

**VIOLENT AND SERIOUS OFFENDERS
IN DYS LONG TERM FACILITIES**

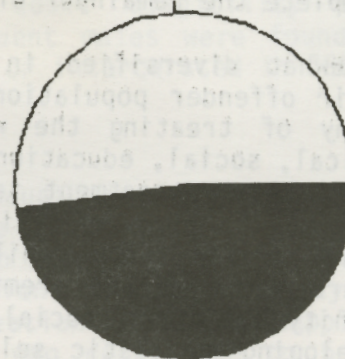
OTHER OFFENSES 64%



VIOLENT AND SERIOUS 38%

FY 1987

VIOLENT AND SERIOUS 52%



OTHER OFFENSES 48%

FY 1990

The evaluation process includes medical, psychological, educational and vocational assessments and, where indicated or requested, dental and psychiatric examinations. Basic classroom instruction is provided to ensure that school attendance credits are not forfeited.

All juveniles return to the committing court with a complete written evaluation including dispositional recommendations. In these recommendations staff make every effort to encourage the use of community-based programs rather than long-term institutionalization. During 1989-90, 1,966 juveniles were admitted to the Reception and Evaluation Center, a record for the last decade.

Long Term Correctional Facilities

The correctional facilities - Willow Lane, John G. Richards, and Birchwood - house and treat youth who are judicially committed until their release by the Juvenile Parole Board. During 1989-90, a total of 888 juveniles were admitted to these facilities.

Assignment of youth to each facility is based on age, sex, type of offense, and treatment needs. Willow Lane, the only co-educational institution, accommodates the entire female population and male offenders generally between the ages of 12 and 14. John G. Richards houses older male property offenders between the ages of 15 and 17, and the Pet Therapy Program. Birchwood offers special intensive services to males 15 to 17 years old charged with crimes against persons and receives, on a transfer basis, juveniles who exhibit serious assaultive behavior while assigned to another campus. Birchwood also holds the small number of juveniles tried and sentenced as adults under provisions in the law to deal with extremely violent or serious, repetitive behavior. During 1989-90, 15 adult-sentenced offenders were admitted. These offenders remain with the Agency until they reach the age of seventeen and then are transferred to the Department of Corrections to complete the remainder of their sentences.

Although somewhat diversified in function because of the uniqueness of their offender populations, the three institutions share a philosophy of treating the whole child by addressing his/her psychological, social, educational, physical and spiritual needs. Multi-disciplinary treatment teams develop plans for and with the juvenile to overcome specific problems, identify pre-release goals, and prepare the juvenile for community re-entry. Treatment plans are based on the premise of providing juveniles with the opportunity to learn social, academic and vocational skills while developing realistic self-concepts. Team members monitor the progress of juveniles closely while maintaining contact with the Parole Section, the community counselor, the child's family, and when necessary, placement specialists to facilitate a successful community readjustment.

One factor that contributes strongly to the delinquent behavior evidenced by DYS' institutionalized juvenile offenders is substance abuse. The South Carolina Commission on Alcohol and Drug Abuse recently completed a statewide survey on drug use among school children. Their survey found that for non-delinquent children, beer and wine were the drugs most used; only 19% of public school students indicated use of illegal drugs. However, in comparable data for institutionalized DYS juveniles, 64% admitted the use of illegal drugs.

The survey also enabled comparison of public school and DYS students as to the proportion who had attended school under the influence of alcohol or drugs. Figure 5 reveals that institutionalized delinquents are four times more likely to have attended school under the influence of drugs or alcohol (40.8% compared to 9.6%). This and other data have led DYS administrators to plan a number of new initiatives directed toward the problem of substance abuse. It also has implications for the state's efforts to better educate "at risk" children since their use, or actually being under the influence of, drugs can impair children's ability to learn.

Unfortunately the outlook for youth who have been committed to long term facilities is a bleak one. By the time youth penetrate the juvenile justice system to the commitment level, many have internalized antisocial values and fallen behind in school work. A substantial number of these children have emotional handicapping conditions and/or drug problems. Eighty-eight percent come from broken homes. It is extremely difficult for the Department to help redirect the lives of these children in the context of insufficiently staffed, overcrowded facilities which are removed from the youth's home and community environment. A study conducted by DYS, with cooperation from South Carolina's adult corrections agencies, revealed the extent of failure for males who were committed as delinquents. Figure 6 indicates that after four years of adult eligibility (age 21), 56% of institutionalized delinquent males were found to be under adult probationary supervision or incarcerated in SCDC facilities.

Recreational Services

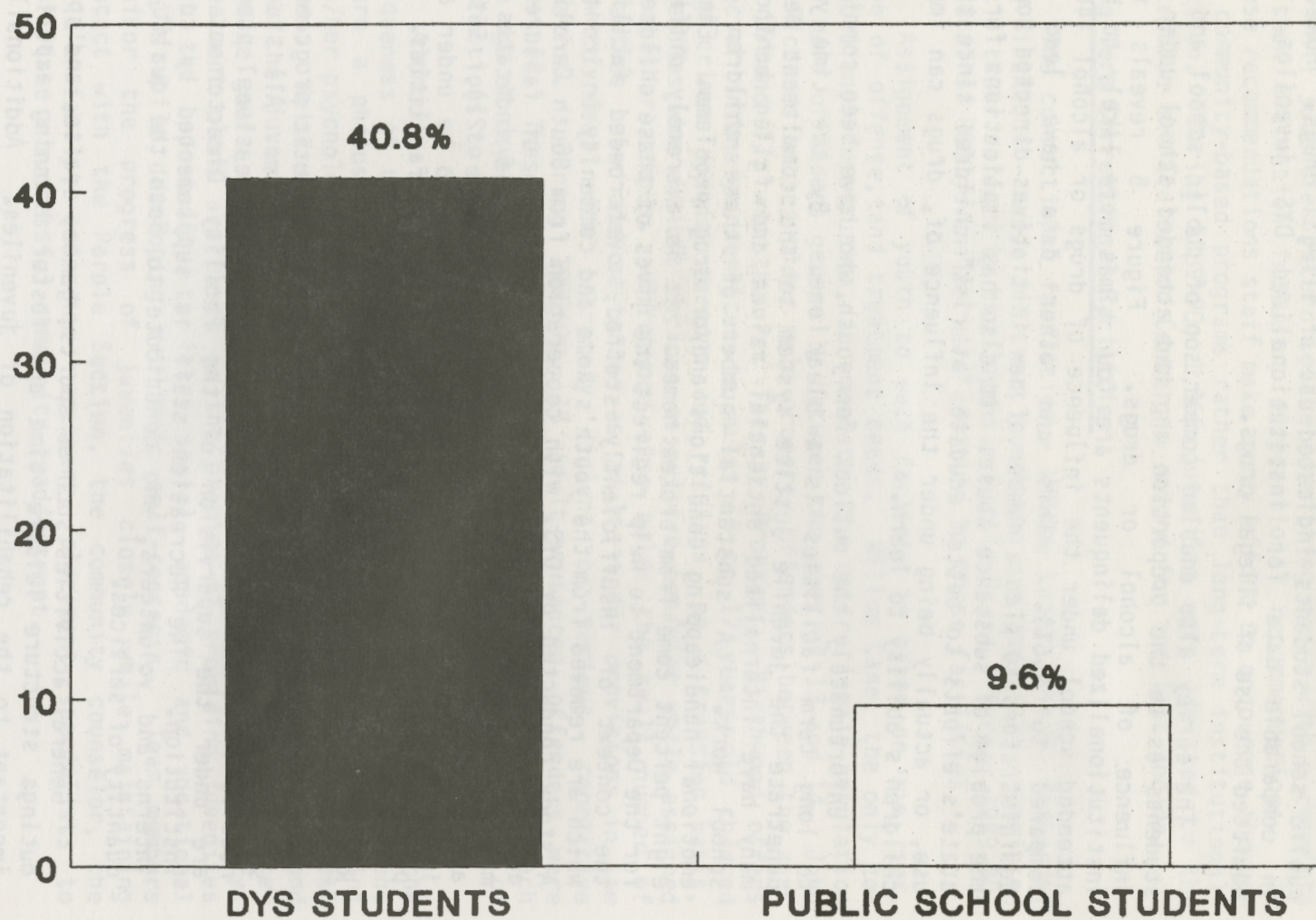
Recreation staff conduct general and therapeutic programs for students assigned to the correctional facilities. All students receive these services on a regular basis. Recreational programs are under the supervision of the Facility Director at each institution. The Recreation staff is supplemented by college interns and volunteers, who contribute to both the quality and quantity of services.

General activities such as sports, games, crafts, and special outings structure leisure time and foster learning experiences important to the rehabilitation of juveniles. Additionally, a Recreational Interests and Skills Assessment (RISA) is completed on each youth to guide treatment planning. Therapeutic recreation

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

FIGURE 5

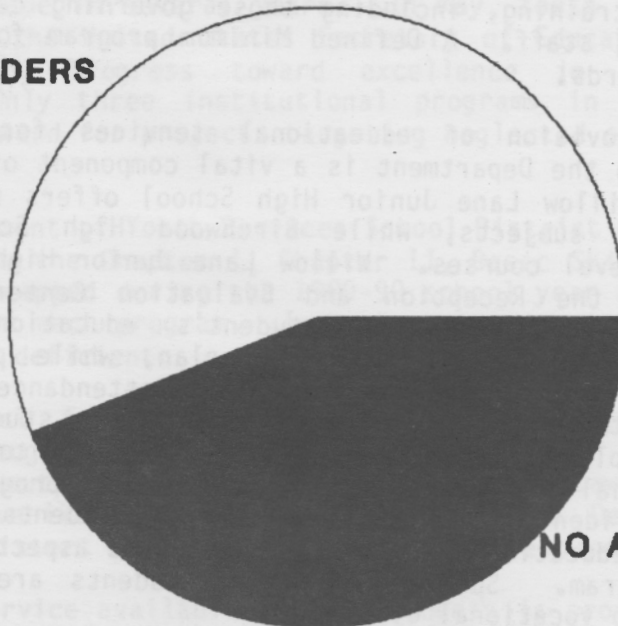
**ATTENDED SCHOOL UNDER THE
INFLUENCE OF ALCOHOL OR DRUGS**



SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES
FIGURE 6
ADULT RECIDIVISM OF INSTITUTIONALIZED DELINQUENT MALES
BY AGE TWENTY-ONE

3,366 INSTITUTIONALIZED DELINQUENT MALES

ADULT OFFENDERS
56%



NO ADULT RECORD
44%

programs may then be prescribed to meet specific needs of individuals or small groups.

Educational Services

The Department of Youth Services is designated by law as a school district which operates a twelve-month comprehensive educational program for its institutional population. This program is directed by a Superintendent of Education. The Department's Policy Board functions as the Board of Trustees for the district in all administrative matters, including the receipt and expenditure of funds. The State Superintendent of Education, whose designee serves as an ex officio member of the Youth Services Board, administers the standards relating to academic and vocational training, including those governing certification of the teaching staff. A Defined Minimum program for DYS reflects these standards.

The provision of educational services for all students committed to the Department is a vital component of the treatment process. Willow Lane Junior High School offers seventh through ninth grade subjects, while Birchwood High School provides secondary level courses. Willow Lane Junior High School Annex, located at the Reception and Evaluation Center, conducts an evaluation to assess the student's educational needs and recommends a specific educational plan, while providing basic instruction to ensure the maintenance of attendance credits. Upon final commitment to a long term facility the student is further evaluated, placed in an individualized program commensurate with his functional level and needs and allowed to progress at his own pace. The identification of handicapped students for assignment to special education classes is an important aspect of the overall school program. Special education students are also assigned routinely to vocational classes.

The "average" committed juvenile offender is a sixteen year old functioning at the 5th to 6th grade level academically. According to data compiled by DYS in March, 1990, 95% of students entering DYS schools are below grade level in reading, math or both subject areas. Fifty-three percent (53%) of enrollments are assigned to remedial programs and 22% to special education classes.

The broad range of educational curriculums in DYS schools is designed to meet remedial and regular requirements of: 1) older students who will not be returning to school, but need educational skills; 2) students needing Carnegie unit courses to return to the public schools; and 3) older students who do not plan to return to public school and need GED preparatory course work. Adjunct programs include marketing education, general educational development, career education, vocational education (including eleven trade courses), and Chapter I remedial learning laboratories in the areas of reading and mathematics.

The Department of Youth Services Birchwood High School received a Target 2000 competitive grant for \$238,323.69 over a three year period of time. This grant for at-risk students who are potential dropouts competed with over one-hundred public school grants from the State of South Carolina. The grant allowed the World Institute for Computer Assisted Teaching (WICAT) lab to be doubled to include thirty-two stations, and provided funds to employ a teacher and an associate teacher for supervision of the program.

In February of 1990 the South Carolina Department of Education nominated the Youth Services' Chapter I program to the Federal Department of Education for recognition as an outstanding program. This was the first nomination the Department of Education had made in several years. In May, Youth Services was presented with the United States Secretary of Education's award "for outstanding progress toward excellence in compensatory education." Only three institutional programs in the country received this award for projects targeting neglected or delinquent children.

The Department of Youth Services School District was reviewed by auditors from the Chapter I, Chapter II, Basic Skills, and the Office of Handicapped during the 1989-90 school year and received an all clear for each program. In each program, not one area was cited for being deficient.

Supplemental funding for educational programs is derived federally through Chapter I and Chapter II monies for disadvantaged youth and the provision of Public Law 94-142 for handicapped juveniles. Additionally, the State Department of Education administers an allotment for library resources.

Another service available to DYS students is provided by the South Carolina Vocational Rehabilitation Department. The Vocational Rehabilitation Facility, located at Birchwood High School, operates a cooperative program between the South Carolina Department of Youth Services and the South Carolina Vocational Rehabilitation Department. The purpose of this program is to provide vocational rehabilitation services to youth with disabilities who are committed to the South Carolina Department of Youth Services. The program provides vocational assessment, career counseling, and adjustment services necessary for the development of skills and behaviors that will enable these youth to move into competitive employment. The information gathered in assessment is also provided to DYS school guidance counselors, social workers, and teachers.

Security concerns now receive the same emphasis in DYS schools as they do in other institutional programs. During 1989-90 security staff were assigned to the school buildings in order to ensure a safe, orderly learning environment for teachers and the juveniles under their supervision. This change was received enthusiastically by the staff, and has resulted in fewer incidents and interruptions during the school day.

Education is a chronically underfunded program area, because EIA-mandated annual salary increases for teachers have not been fully met in state appropriations. The result was a net loss in funded positions, in order to maintain the required salary levels. This loss of positions, coupled with an increasing institutional population, translates to classes and teacher/student ratios that are out of compliance with DYS' Defined Minimum Program. In 1989-90, the DYS district was placed on "warned" status. Continued non-compliance may result in loss of accreditation. DYS has addressed these issues in its budget request for 1991-92 and in a proviso originally proposed during 1990 and resubmitted for Legislative consideration in 1991.

Institutional Support Section

The Institutional Support Section is organized into four units: Physical Plant; Food Services, Warehouse/Laundry; and Land Management/Vehicle Management.

Physical Plant manages permanent improvement projects and provides general maintenance for 105 buildings comprising the four juvenile correctional institutions.

Food Services prepares nutritional meals and special medical diets for the institutional population. The unit provides 700,000 meals and 240,000 snacks annually.

Warehouse services include agency-wide distribution of high volume items, central receiving, and operation of a central gas station. Laundry provides repair and cleaning services. Over 78,000 items of clothing and linen are laundered each year.

Land Management provides grounds care and land lease monitoring for 1,000 acres of land. Vehicle Management oversees leased vehicles, Agency-owned vehicles, operation of motorpool and a vehicle repair shop certified by the State Division of Motor Vehicle Management. Over a million miles are driven each year in 108 owned vehicles.

Public Safety

The functions of the Public Safety Division include: perimeter security of the institutions, internal security, employee identification and background checks, student identification, transportation and emergency preparedness.

Public Safety Officers provide twenty-four hour surveillance and with assistance from the State Law Enforcement Division and local authorities, apprehend juveniles who escape. In August 1989, construction of secure perimeter fencing for DYS' institutional grounds was completed. This physical barrier, combined with specialized staff training and an everyday emphasis on security issues within the Institutional Division has resulted in a dramatic decrease in escapes from 123 in 1988-89 to 21 in 1989-90 (-83%).

The Identification Unit of Public Safety fingerprints and photographs all juveniles at institutional intake. These records are retained for a reasonable period and then destroyed if the juvenile does not return to Agency custody. It also provides employee identification cards and other data as necessary.

Public Safety is also directs emergency preparedness, including staff response to a man-made or natural disasters. Examples of situations which might require activation of the emergency preparedness plan include: potential mass arrests of children, weather-related emergencies and institutional disturbances.

PROGRAM PRIORITIES, STANDARDS, AND EFFECTIVENESS OF PERFORMANCE

On Table IV (pp. 41 to 44) are listed DYS' fifteen (15) major program areas in priority order. These priorities correspond to the Agency's broad goals of: 1) Protection of the Public; 2) Primary Crime Prevention; and 3) Juvenile Offender Rehabilitation. The priorities also include services that DYS is mandated to provide in support of South Carolina's Family Court system and as the sole state agency for juvenile justice administration. All listed priorities reflect mandated functions or supportive mechanisms essential to carrying out these responsibilities.

The Department's highest priority incorporates the basic subsistence, medical care and educational needs of its incarcerated juvenile offenders. The extent to which DYS is able to meet basic professional standards in this area is an index of South Carolina's commitment to humane care for children who are not at liberty to change their custodial/legal status. DYS' antiquated, obsolete physical plant, the high population levels within institutional programs, and chronic underfunding of medical services given rapidly rising costs have resulted in a failure to meet many basic standards for juvenile correctional facilities and the medical services area. DYS has requested funds to address these deficiencies in its Budget Request for 1991-92 and its Overall Permanent Improvement Plan for 1991-96. An area in which the Agency has shown positive results is basic education, as measured by the success rate for institutional students who take the High School Equivalency Examination. The standard for proportion passing the exam was set at 75%. This standard was met, at 75%, for those DYS high school students who took the GED during 1989-90.

Priority #2, Institutional Security, reflects DYS' strong commitment to public safety and to easing the expressed concerns of citizens who live and work in areas bordering the institutional programs. The security measure is escapes as a proportion of juveniles incarcerated. Following completion of the perimeter fence, in August, 1989, the new Commissioner set security and control as DYS' uppermost institutional priorities. To this end, new security policies were proposed by staff and adopted by the

Board of Youth Services, special training was conducted, and security alertness was made a daily issue for all employees. As a result, the standard has been substantially exceeded -- the Department recorded only twenty-one (21) escapes in 1989-90, down 83% from the year before. This figure represents less than one percent (<1%) of all juveniles incarcerated during the period.

Primary crime prevention, placed as Priority #3, is a newly operationalized program area to which substantial Community Division resources will be directed through a comprehensive reorganization of manpower and responsibilities. Measures to assess the effectiveness of crime prevention initiatives will be developed for reporting in 1991-92.

Priority #4, Alternatives to Institutions, reflects the Department's knowledge that institutional programs, while necessary, are the least cost efficient of all Agency endeavors and also are the least effective in long range results. The Agency therefore has been investing substantial resources and energies in alternative programs offering community-based services to all but the most violent and repetitive offenders. The potential problem area that all program "alternatives" face is commonly described "widening the net": rather than program space being filled with institution-bound youth, the population may be filled with juveniles who probably would not have been incarcerated in the first place. The measure selected for effectiveness of alternative programs, therefore, involves the comparison of juveniles in alternative settings to the institutional population on certain basic criteria having to do with offense severity, repetitiveness of delinquent behavior, and institutional history. It was determined that 60% of youth in alternative programs should meet at least two of the defined criteria in order to be considered institution-bound at the time of placement. DYS' alternative programs met this standard with an overall average of 63% for the group home and Marine Institute programs.

Priority #5, Probation/Aftercare Supervision (with Restitution as an adjunct) is a basic responsibility of the Agency affecting, at the probation level, 6,000-7,000 juvenile offenders each year. Incorporated with supervision is restitution, a requirement frequently attached to probation orders. The effectiveness of probation/aftercare supervision is measured by the number of juveniles on probation at any time during the fiscal year who have a violation or a new offense referral to court during that same period. The 1989-90 figure is 28%. A standard will be set to measure improvement over this baseline after two to three years of reporting. Restitution programs available throughout South Carolina reflect the Agency's strong commitment to offender accountability and accountability to the victims of juvenile crime. A standard for 1989-90 required that 50% of eligible youth receive restitution orders for monetary payments or community service hours as a part of their case dispositions. Nineteen of 46 counties met or exceeded this standard;

furthermore, the statewide average for all counties of 41% was a substantial increase over 34% in 1988-89.

Priority #6, Diversion Programs, is high on the list based on the knowledge that frequency of contact with the juvenile justice system and the degree of penetration are variables associated with recidivism at the juvenile and adult levels. The object of diversion programs is to treat first time and minor offenders without formal processing, adjudication or supervision/incarceration. Diversion is an early intervention strategy whose purpose is to keep offenders from recycling through the system to their own and society's detriment. The effectiveness of diversion programs is measured by the recidivism of juveniles referred, either by processing of the original charge through court because the youth failed to complete the program, or by a new referral in the same fiscal year. This recidivism rate was 16% in 1989-90. A standard to measure improvement will be set after 2-3 years of data collection.

Priority #7 is Parole, with Victim's Assistance as an adjunct function. DYS' parole examiners are first and foremost the staff of the Juvenile Parole Board. The effectiveness measure of their work in preparing and presenting cases is the confidence that Board Members have in their release recommendations, in other words, the degree of concurrence with the staff's recommendation. In FY 1989-90 the Juvenile Parole Board concurred with the DYS staff recommendation 95% of the time. The Victim's Assistance Program within Parole reflects the Agency's commitment to the rights of victims of juvenile crime. This program was just underway at the close of 1989-90. The effectiveness measure for 1990-91 will be the proportion of violent/serious crime victims provided the opportunity for input into the Parole process. The standard is set at 90%.

Priority #8, Diagnostics/Evaluations, reflects DYS' statutory mandate to provide complete predispositional evaluations of juveniles when so ordered by the Family Court. Effectiveness is measured according to the concurrence rate between recommendations by DYS evaluation staff and actual judicial disposition for the most basic dispositions of probation and commitment to a long term facility. DYS' performance based upon a two week sample was a concurrence rate of 84%.

Intake services for delinquency cases in the Family Courts is Priority #9. This mandated function of DYS results in a recommendation to the Solicitor on whether or not to prosecute the case. Intake is the level at which appropriate cases can be diverted to non-judicial program options. The effectiveness of Intake work is indicated by the degree to which solicitor actions concur with staff recommendations. The standard was set at 90%. DYS will begin measuring effectiveness by this standard in 1990-91.

Priority #10, "Administration," reflects the essential supportive work of Finance, Computer Services, Personnel and Planning/Program Evaluation in maintaining efficiency and effectiveness across Agency program areas. The success of these support functions is reflected in DYS' performance at the various program levels.

Priority #11 is Institutional Treatment Programs, including adjunct educational services. Educational programs beyond the most basic level (see Priority #1) are measured for effectiveness by the extent to which they meet all applicable defined minimum program standards on curriculum, class size and student/teacher ratios. In 1989-90, State Department of Education audits revealed deficiencies in these areas resulting in the Agency's school system being placed on "warned" status; therefore, the Agency did not meet the standard for 1989-90. Personnel to correct deficiencies were incorporated into DYS' budget request for 1991-92. The effect of other treatment programs at the institutional level is measured by institutional recidivism against the standard of a 30% readmission rate. DYS met this standard with an institutional readmission rate of 28% for 1989-90.

Priority #12 is adjunct programs, which are used to extend service options for juvenile offenders beyond the scope of DYS operations. These external programs are expected to develop and maintain their own standards for efficiency/effectiveness.

Priority #13 is DYS' program of runaway shelters, reflecting agency, state and federal attention to the issue of runaway and homeless youth. Effectiveness in these programs is measured by the rate at which juveniles return home or go into placement following services, as opposed to reentering the community unsupervised. The standard was set at 80%. DYS runaway shelters substantially exceeded this standard, recording a 90% rate of favorable case dispositions.

Ranked 14th is the Interstate Compact function. In this cooperative agreement among the states, it is important that South Carolina maintain a balance between supervision responsibilities assumed for other states and responsibilities turned over to other states. The standard set was a 1:1 ratio. DYS met this ratio, sending slightly more offenders out of state for supervision than were incorporated from other states into South Carolina caseloads.

Priority #15 is detention release screening, reflecting DYS' commitment to the goal of minimizing the preadjudicatory detention of accused juvenile offenders in adult jails. The effectiveness of DYS' screening procedure is measured by the proportion of intakes detained (excepting truancy-related intakes which are unlikely for detention since they are unlawful), measured against the national detention rate as a standard (17%). DYS' performance in 1989-90, was a detention rate of 13%, substantially exceeding the standard.

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

Table IV

**Program Priorities, Standards and Effectiveness of Performance
FY 1989-90**

Priority Number	Program Description	Effectiveness Measure(s)	Standard	Effectiveness of Performance 1989-90
1	Institutional Care:			
	a. Food Service b. Housing c. Medical	ACA Accreditation Standards-Other Professional Standards	Meets ACA accreditation and professional standards for physical plant, food svc., health care.	Did not meet many basic standards. Programs operated at 158% of capacity and with insufficient medical staff.
	d. Basic Education	Proportion Passing GED	75%	Met standard. 75% passed the GED exam.
2	Institutional Security	Escapes as a % of juveniles incarcerated	Less than 10% of incarcerated juveniles	Substantially exceeded standard. Escapes comprised less than 6/10 of one percent of the incarcerated population.
3	Primary Crime Prevention	To be established by 90-91.	To be established in 90-91.	(new for 1990-91)
4	Alternatives to Institutions	Proportion of population that is "institution-bound."	60% of population meets at least two criteria: a. two prior referrals b. one prior adjudication c. R&E commitment d. offense score =7+ e. prior institutionalization	Met standard. 63% of admissions to Marine Institute and DYS group home programs were "institution-bound" according to these criteria.

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

Table IV

Program Priorities, Standards and Effectiveness of Performance FY 1989-90

Priority Number	Program Description	Effectiveness Measure(s)	Standard	Effectiveness of Performance 1989-90
5	Probation After-care Supervision with	Recidivism rate within the fiscal year by rules violation/new referral for juveniles under supervision in 89-90.	To be established after data has been run for two to three years.	28%
	Restitution	Proportion of eligible juvenile offenders ordered to make restitution.	50% and/or improvement over prior year	Met or exceeded standard-19 counties. Did not meet standard-27 counties. State average =41%, up from 34% in 1988-89.
6	Diversions Programs	Recidivism rate within the fiscal year for juveniles referred to diversion programs	To be established after data has been run for 2-3 years.	16%
7	Parole with	Concurrence between Parole's consensus recommendation and Board's action	90%	Met standard. The concurrence rate was 95%
	Victim Assistance	Violent/serious crime victims provided opportunity for input	90%	(new for 1990-91)

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

Table IV

Program Priorities, Standards and Effectiveness of Performance FY 1989-90

Priority Number	Program Description	Effectiveness Measure(s)	Standard	Effectiveness of Performance 1989-90
8	Diagnostics/ Evaluations	Concurrence rate between R&E recommendations and judicial dispositions where probation or commitment is the recommendation.	75%	Exceeded standard, Concurrence rate was 84% based on a sample of cases in June.
9	Intake	Concurrence between intake workers' recommendations and Solicitor's decisions	90%	To be measured in 1990-91.
10	Administration a. Finance b. Computer Services c. Personnel d. Planning/ program evaluation	----- The effectiveness of support services is reflected in performance at the program level.	-----	-----
11	Institutional Programs a. Adjunct Education	Compliance with Defined Minimum Program	Meets all provisions for curriculum, class size, and student/teacher ratio.	Did not meet standard. District is on "warned" status.

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

Table IV
Program Priorities, Standards and Effectiveness of Performance
FY 1989-90

Priority Number	Program Description	Effectiveness Measure(s)	Standard	Effectiveness of Performance 1989-90
	b. Counseling	Readmission rate for correctional facilities.	30%	Met Standard-The proportion of institutional commitments who were readmissions in FY 89-90 = 28%
	c. Sex offender treatment	Proportion of identified juveniles placed in program.	To be set in 1990-91	To be measured in 1990-91
	d. Drug Treatment			
12	Adjunct Programs	-----	-----	-----
13	Runaway Programs	Proportion of runaways returned home or placed	80%	Exceeded standard--90% of runaways returned home or entered placement
14	Interstate Compact	Relative equity between juvenile supervision cases accepted into SC and those taken by other states	Approximates a 1:1 ratio	Met standard--117 into SC/135 to other states--1 to 1.2 ratio.
15	Detention Screening	Percent of intakes detained (excludes truancy/contempt intakes)	Less than national rate (17%)	Substantially exceeded standard--13% of eligible intakes were detained.
		Percent of youth released at screening who re-offend criminally prior to adjudication for the original offense.	10%	To be measured in 1990-91

COST EFFICIENCY BY MAJOR PROGRAM AREA

Table V presents efficiency data for DYS' major programs expressed as average annual cost per juvenile. It is the Agency's position that cost efficiency is achieved only to the extent that programs are able to maintain or improve their effectiveness.* The figures in Table V are total costs derived by allocating all indirect expenditures for administrative and support functions to the direct service program areas where juvenile offenders receive supervision and treatment. These costs are based on 1988-89 expenditures; they are not expected to change substantially when computed for 1989-90.

The cost of institutional care, supervision, treatment and education for juvenile offenders approximates \$33,000 per year per resident. This figure argues compellingly in favor of community alternatives, which average \$23,000 per year per offender, a reduction of 31% compared to institutionalization. Probation/aftercare supervision, including oversight of restitution obligations, costs just over \$1,900 annually, per child. The intake function, which also takes in diversion and detention screening, costs \$170 per juvenile processed. The cost of an evaluation at DYS' R&E Center runs about \$24,500 annually or \$2,000 for the average one-month stay.

ACCOMPLISHMENTS IN FISCAL YEAR 1989-90

The Department of Youth Services is pleased to report significant progress toward addressing many of its pressing issues. Generally, this progress has occurred through internal reorganization, changes in management priorities and a shifting of available resources to support these priorities. The following areas are selected to highlight accomplishments for the fiscal year.

(1) REDUCTION IN ESCAPES:

In August, 1989, the new administration took immediate action to change the philosophy and attitude of staff and juveniles regarding security. The Department required enhanced security training for all staff, and assigned additional security staff to DYS schools. A number of new security policies were adopted by the Policy Board, and staff emphasis on security became routine.

*For example, a reduction in the annual cost per juvenile of institutional care because of higher population levels does not constitute efficiency if overcrowding, which compromises basic treatment and safety standards, is the reason.

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

TABLE V
COST EFFICIENCY BY MAJOR PROGRAM AREA

Program Area	Average Annual Cost Per Juvenile**	Priority # From Table IV
Institutional Care, Security, Treatment	\$24,679	1, 2, 7, 11*
Education	\$ 8,067 \$32,746	
Alternatives To Institutions	\$22,660	4*
Probation/Aftercare (Restitution)	\$ 1,925	5*
Intake (Diversion; Detention Screening)	\$ 170 per juvenile processed	6, 9, 15*
Diagnostics/Evaluations (R&E)	\$24,541	8*

* The cost figures shown reflect these priorities in their entirety plus a portion of Priority #10, Administration.

**Costs are based on 1988-89 expenditures; they are not expected to change substantially in 1989-90.

DYS' efforts to enhance security proved remarkably effective. Only 14 escapes occurred from the institutional grounds last year. Overall, the FY 89/90 escape total (including escapes while on trips off grounds) was 21. This compares to 226 escapes in FY 87/88 and 123 escapes in FY 88/89.

Improved security was accomplished without adversely affecting the humane treatment of children in DYS custody. During this year Agency staff reviewed policies governing the use of maximum security units and changed procedures for coping with difficult cases. This resulted in a decrease of juveniles who were held in maximum security despite the documented increase in institutional population.

(2) SUICIDE PREVENTION PROCEDURES:

The Commissioner requested a study and update of DYS suicide prevention procedures. This review was conducted by psychiatrists from the Department of Mental Health and completed last winter. Based on recommendations of DMH and DYS' own study, changes have been made so that policies for preventing suicides are as effective and up-to-date as possible.

(3) EXPANDED TREATMENT PROGRAMS:

A new sex offender treatment program has been developed. DYS now has two of these programs operating, and there is a waiting list for other children to receive treatment.

Additionally, alcohol and drug abuse treatment efforts have been strengthened and expanded. Drug testing now is conducted in certain situations, with appropriate treatment being available. As a result, all three long-term facilities now have a residential unit dedicated solely to substance abuse treatment -- but DYS has a waiting list for these programs as well.

(4) INCREASED PARENTAL RESPONSIBILITY:

DYS is actively promoting increased parental responsibility for children. The Agency's community staff have begun recommending to Family Court Judges that probation orders include requirements for parents to report a child's violation of probation orders. When appropriate, DYS requests that parents be required to attend family counseling classes which the Agency offers and intends to expand.

(5) **"REPORT CARDS":**

This year DYS began sending "report cards" to the parents of institutionalized juveniles. These report cards contain information on the juveniles' educational progress and their behavior in the institutions as a means of keeping parents involved with their children during the institutional stay.

(6) **"FLEX SHIFT":**

DYS recently began testing a "flex shift" program in several counties. In those counties, employees regularly are scheduled to report to work in the afternoon so they can provide juvenile supervision and family counseling during evening hours to accommodate working parents. DYS is concerned about truancy, so in one office a worker begins her truancy prevention duties at 6:00 a.m. "Flex" employees work the same number of hours as other employees; they just work a different schedule that is more compatible with children's and parents' needs/availability. Thus, DYS has expanded its public service hours in certain offices at no increased cost to taxpayers.

(7) **RIMINI MARINE INSTITUTE:**

DYS successfully located a permanent site for a marine program in Rimini, South Carolina, and is now negotiating a permanent site for a Piedmont Wilderness Program.

(8) **INTENSIVE FAMILY INTERVENTION PROGRAM WITH DMH:**

Negotiations have been completed and a joint contract signed with the Department of Mental Health to establish an intensive family intervention program in the Midlands area. This program will be the prototype for at least two other area programs targeted to younger offenders aged 12 and 13. Family preservation enables greater attention to younger children within the family context before they internalize negative attitudes and habits that are very difficult to change.

(9) **SEPARATION OF STATUS OFFENDERS AT THE R&E CENTER:**

State policy makers and child advocates have expressed concern about status offender co-mingling with criminal offenders at DYS' Reception and Evaluation Center. DYS is now separating some status offenders from criminal offenders at this institution. The Agency cannot accomplish 100% separation -- sometimes the numbers are just too great -- but some progress has been made.

(10) IMPROVEMENTS TO ADMINISTRATIVE EFFICIENCY AND EFFECTIVENESS:

During the past year, the Commissioner and his Executive Staff took aggressive steps to improve the overall administration of DYS. Top level management was reorganized so that instead of having five assistant commissioners and one deputy commissioner, the agency was streamlined to only three deputies reporting directly to the Commissioner. This simplified internal communications and enhanced decision making.

Last winter, the Commissioner issued a directive that staff no longer be required to fill out detailed service delivery logs. The service delivery logs required employees to detail how they spent every 15 minutes of their time. Employees complaints resulted in a study which revealed the records to be inaccurate and incomplete. Through eliminating the service delivery log, DYS reduced paperwork by 250,000 copies per year and saved 93,000 annual man hours of work.

In another cost saving step, approximately one-half of DYS' administrative offices were moved from downtown Columbia to our institutions on Broad River Road. Savings this year and in future years will amount to over \$100,000 annually. It is the Commissioner's goal to have no staff in leased space, which would save at least an additional \$100,000 annually; funds have been requested in the Permanent Improvement Plan to achieve this objective.

GOALS AND STRATEGIES FOR 1990-91

The Department of Youth Services is willing to explore every possible strategy toward being a better, more efficient agency.

One strategy that will continue as DYS addresses the problems facing juvenile corrections is to maximize existing resources and seek federal funds when available to pilot new programs. The Agency is considering a number of other strategies to improve effectiveness including shock probation, intensive supervision, and house arrest.

A second major reorganization involving the Community Division will result in the elimination of six (6) regional administrative offices. This will enable the redirection of over \$500,000 in existing resources to expand crime prevention programs in county offices without spending any new taxpayer dollars.

The Commissioner and Executive Staff will continue to identify administrative actions to improve effectiveness. Staff currently are evaluating the organizational structure of the correctional institutions with the goal of shifting current resources to expand treatment programming there.

As DYS improves treatment programs, staff will explore qualifying youth for Medicaid funds, which would increase the Agency's funding base significantly without taking any extra money from the state's general fund. DYS also is examining a number of ways to better coordinate services with other agencies such as Social Services, Mental Health and the Commission on Alcohol and Drug Abuse.

One short-term objective which stands out as a major issue facing the state is that of treatment for seriously emotionally disturbed youngsters. Many of these children commit crimes, some commit major crimes. Today, as in the past, a number of SED juveniles are housed at DYS. The agency is ill-equipped to treat our "normal" offender, much less the SED child who needs specialized attention. Typically, the SED juveniles are prone to harm themselves and others. DYS' inability to effectively help these children is compounded by the fact that they are extremely disruptive to the overall institutional program. In an effort to address the needs of these children, DYS has participated in planning sessions with the State Departments of Social Services and Mental Health aimed at establishing a comprehensive, coordinated plan.

LONG-RANGE GOALS AND STRATEGIES

It is clear that South Carolina needs more effective ways to deal with juvenile crime. Many people don't realize that there are actually fewer 12-17 year-olds today than there were five years ago! However, while the state has fewer juveniles in the eligible age group, DYS is experiencing higher caseloads. When put into a relative context, the arrests of juveniles has increased dramatically -- from 26 arrests per 1,000 children in 1984 to 35 per 1,000 children in 1989. South Carolina ranks 12th in the nation for incarcerating children in correctional institutions -- the only other state in the southeast which outranks South Carolina is Louisiana. Additionally, the number of juvenile referrals for serious crimes is growing at a faster rate than overall referrals.

Given these disturbing statistics the Agency has established policy guidelines for the future.

The First Goal is Early Intervention. Both in terms of reaction -- after unacceptable behavior attracts government to a child, and pro-action -- in terms of prevention, South Carolina needs to start earlier. Some of the recent planning by DYS has targeted younger children, and in the future DYS will continue this focus.

Among DYS' most depressing statistics are those relating to twelve and thirteen year-old children who end up in the long-term correctional institutions. Ninety-three percent of these juveniles will return to court, and 73% will come back to DYS institutions. It is critical that DYS target programs to younger

children to keep them out of the institutions in the first place, or to prevent their return.

The Second Goal is Family Preservation and Treatment. There are a number of factors experts say contribute to delinquency, and most agree that home environment is at the top of the list. Without positive family support, children fight an uphill battle. In days past, DYS could count on the family unit as well as on an extended family for help. However, now the basic family unit itself is often dysfunctional. A good example of problems in this area can be seen in the fact that 88% of children in DYS institutions come from broken homes.

The state must strengthen its family preservation efforts. When the agency sees a problem youngster, staff need to involve the whole family. DYS began this effort with pilot programs in Greenville and Charleston during 1989-90. In 1990-91, family preservation services will be available to the Midlands and Pee Dee areas. The Agency has requested annualization of funding to provide more comprehensive coverage of the state by 1991-92.

The Last Major Goal is to Provide More Options to Meet the Specific Needs of Juveniles. In simple terms this means that South Carolina must carefully look at all different types of programs, and see that each child is placed in the best environment in terms of his or her needs balanced against the responsibility to protect the public.

Recently, DYS requested that each Family Court Judge complete a survey. One of the key findings of the survey was that the judges overwhelmingly felt they needed more placement options. For far too long, the state's primary placement option for intensive supervision of troubled children has been correctional institutions.

DYS is committed to examining the different program options that exist for juvenile offenders. The goal more specifically is to put non-violent juveniles where they are most likely to stay out of trouble -- in general, that means smaller, positive programs, that are community-based.

It is DYS' philosophy that children should be in secure correctional facilities only when it is necessary for public safety reasons. The Agency's experience with other options, such as marine institutes, indicates such programs can be an effective alternative for non-violent children.

There is much to be done in order to create a truly comprehensive system of program options. DYS is strongly committed to taking a close look at current operations to determine if it can serve the public better with available resources.

This means that on its own, DYS is conducting a form of "zero base budgeting." The Agency is examining current efforts, and where possible shifting resources to address the changing needs of the state without being locked into what has been done in the past.

Over the next year DYS will follow this approach, and examine an array of services. Agency staff will talk to all interested parties as they go forward, and examine other states' successes and failures before coming to any final conclusions.

DYS is not bound to existing practices or programs if they do not help the agency achieve high standards of excellence. As DYS faces the future, its leadership will be innovative in planning, conservative in requesting and spending money, and vigorous in the pursuit of excellence as public servants.

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 Rev. Lu-Ping Cheng, Ex-Officio Non-Voting Member.....

Deputy Commissioner of Rehabilitation
 Charles D. King.....

MEMBERS OF THE

Deputy Commissioner of Rehabilitation
 Charles D. King.....

1989-90

Mr. William H. Hays, Chairman.....
 Mr. Clifford Hays, Vice-Chairman.....
 Mr. Sharon J. Hays, Secretary.....
 Mr. William Hays, State Representative.....
 Mr. Faye Campbell.....
 Mrs. M. Susan Osborn.....
 Mr. James P. Goyette.....
 Reverend Robert Capers.....
 Mr. Penny Miller.....
 Reverend William O. Thompson.....

APPENDIX

Correspondence and communications to Board Members may be made to:

Department of Youth Services

Post Office Box 1361

Columbia, South Carolina 29202

Telephone: (803) 737-4362

Fax Number: 737-4367

**MEMBERS OF THE STATE BOARD
OF
YOUTH SERVICES**

1989-90

John F. Henry, Chairman.....	Charleston
Kathleen P. Jennings, Vice-Chairman.....	Greenville
Karole Jensen, Secretary.....	Myrtle Beach
Joseph W. Hudgens.....	Newberry
Gloria Y. Leevy, Esq.....	Columbia
Frank Mauldin.....	Anderson
Dr. Charlie Williams, Ex-Officio Voting Member.....	Columbia
Rev. Yu-Fong Chong, Ex-Officio Non-Voting Member.....	Columbia

**MEMBERS OF THE
STATE JUVENILE PAROLE BOARD**

1989-90

Mr. E. Danny Scott, Chairman.....	West Columbia
Mr. Clifford Mays, Vice-Chairman.....	Quinby
Ms. Sharon J. Malone, Secretary.....	Myrtle Beach
Ms. Marlene McClain.....	Anderson
Ms. Faye Campbell.....	Boiling Springs
Mrs. M. Susan Osborne.....	Blythewood
Mr. James P. Coggins, Jr.....	Newberry
Reverend Robert Capers.....	Mt. Pleasant
Ms. Penny Miller.....	Greenville
Reverend William O. Thompson.....	Lancaster

Correspondence and communications to Board Members may be made to:

Department of Youth Services

Post Office Box 7367

Columbia, South Carolina 29202

Telephone: (803) 737-4362

Fax Number: 737-4367

DEPARTMENT OF YOUTH SERVICES

EXECUTIVE STAFF

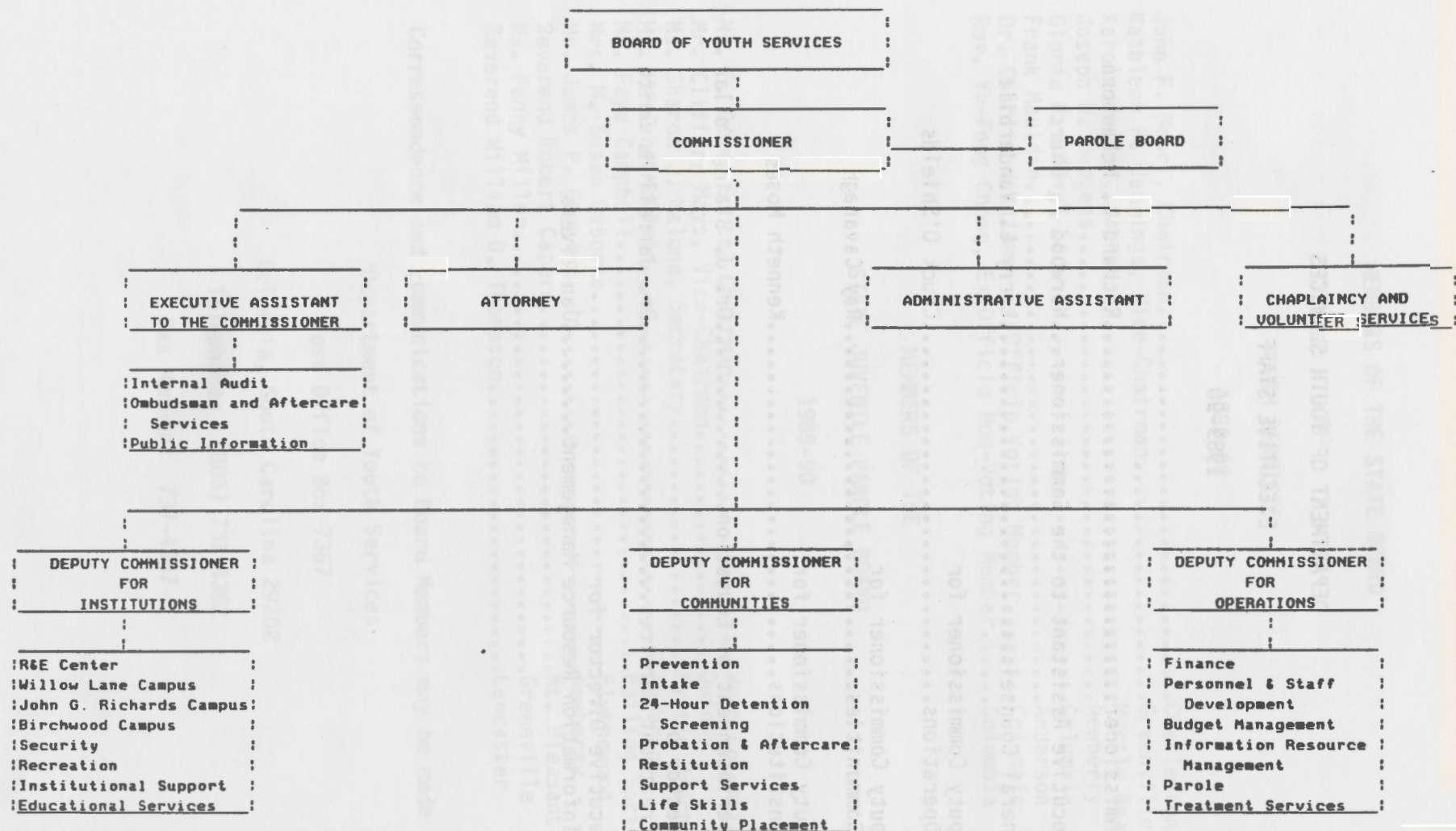
1989-90

Commissioner.....Richard E. McLawhorn
Executive Assistant to the Commissioner...Norwood I. Church
General Counsel.....Larry L. Vanderbilt
Deputy Commissioner for
Operations.....Chuck O'Shields
Deputy Commissioner for
Communities.....Ray Cavanagh
Deputy Commissioner for
Institutions.....Kenneth Moses
Superintendent of Education.....Dr. J. Blaine Kollar
Director of
Treatment Services.....Dr. Jarrell M. Smith
Executive Director for
Information Resource Management.....Jan Rivers

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

ORGANIZATIONAL CHART *

FY 1989-90

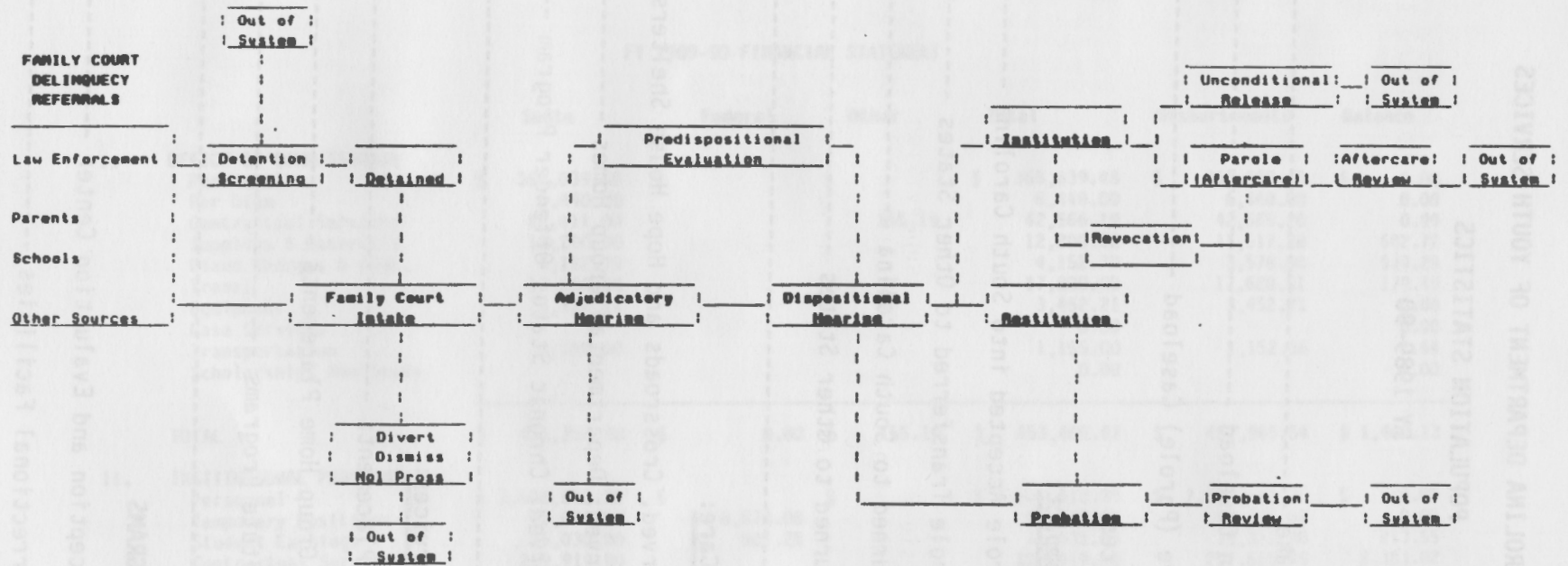


*The Department of Youth Services operated under this organizational format for most of FY 1989-90. However, formal approval of the Budget and Control Board was not secured until August, 1990. Consequently, the expenditure statement appearing at the conclusion of this Appendix reflects the official organizational format for the Agency as it operated prior to October, 1989.

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

JUVENILE JUSTICE SYSTEM

FLOW CHART



SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

POPULATION STATISTICS

FY 1989-90

COMMUNITY PROGRAMS

Referrals to Intake -----	18,369
Average Probation Caseload -----	2,977
Average Aftercare (Parole) Caseload -----	420

Support Services

Interstate Compact:

Probation/Parole Accepted into South Carolina -----	117
Probation/Parole Transferred to Other States -----	135
Runaways Returned to South Carolina -----	112
Runaways Returned to Other States -----	<u>173</u>
Total -----	537

Residential Care:

Juveniles Served, Crossroads and Hope House Shelters---	533
Juveniles Served, Departmental Group Homes -----	147
Juveniles Served, Chronic Status Offender Program -----	<u>158</u>
Total -----	838

Placement Services:

Foster Care Placements -----	300
Contractual Group Home Placements -----	624
Marine Institute Programs -----	<u>313</u>
Total -----	1,237

INSTITUTIONAL PROGRAMS

Admissions, Reception and Evaluation Center -----	1,966
Admissions, Correctional Facilities -----	888
Average Daily Population -----	737

FY 1989-90 FINANCIAL STATEMENT

	State	Federal	Other	Total	Disbursements	Balance
I. OFFICE OF COMMISSIONER						
Personnel	\$ 365,639.48	\$	\$	\$ 365,639.48	\$ 365,639.48	\$ 0.00
Per Diem	6,440.00			6,440.00	6,440.00	0.00
Contractual Services	42,411.00		155.19	42,566.19	42,565.20	0.99
Supplies & Materials	12,200.00			12,200.00	11,517.28	682.72
Fixed Charges & Cont.	4,152.79			4,152.79	3,578.50	574.29
Travel	17,800.00			17,800.00	17,620.51	179.49
Equipment	3,452.21			3,452.21	3,452.21	0.00
Case Services				0.00		0.00
Transportation	1,155.00			1,155.00	1,152.36	2.64
Scholarships Non State				0.00		0.00
TOTAL	\$ 453,250.48	\$ 0.00	\$ 155.19	\$ 453,405.67	\$ 451,965.54	\$ 1,440.13
II. INSTITUTIONAL PROGRAMS						
Personnel	\$ 7,608,612.35	\$	\$	\$ 7,608,612.35	\$ 7,608,612.35	\$ 0.00
Temporary Positions	42,060.07	8,670.00		50,730.07	50,730.07	0.00
Student Earnings	15,030.00	501.25		15,531.25	15,317.70	213.55
Contractual Services	259,919.00			259,919.00	257,615.98	2,303.02
Supplies & Materials	304,815.00	957.87	2,702.86	308,475.73	306,239.73	2,236.00
Fixed Charges & Cont.	34,930.00			34,930.00	31,347.24	3,582.76
Travel	34,000.00	746.55		34,746.55	34,722.31	24.24
Equipment	26,620.00			26,620.00	24,378.95	2,241.05
Purchase for Resale			30,476.00	30,476.00	30,476.00	0.00
Case Services	23,200.00		249.37	23,449.37	21,008.86	2,440.51
Light, Power, Heat	407,038.00			407,038.00	406,788.20	249.80
Transportation	27,446.00			27,446.00	27,438.63	7.37
TOTAL	\$ 8,783,670.42	\$ 10,875.67	\$ 33,428.23	\$ 8,827,974.32	\$ 8,814,676.02	\$ 13,298.30

FY 1989-90 Financial Statement
Page Two

	State	Federal	Other	Total	Disbursements	Balance
III. EDUCATIONAL PROGRAMS						
Personnel	\$ 1,348,344.56	\$ 470,125.42	\$ 1,059,419.78	\$ 2,877,889.76	\$ 2,877,812.29	\$ 77.47
Temporary Positions	24,920.00	3,653.73	76,740.70	105,314.43	105,314.43	0.00
Student Earnings	7,690.78	1,418.00		9,108.78	9,099.75	9.03
Contractual Services	12,476.00	2,493.28	120,562.29	135,531.57	135,531.40	0.17
Supplies & Materials	6,800.00	22,457.82	92,352.13	121,609.95	121,235.30	374.65
Fixed Charges & Cont.		210.00	15,404.88	15,614.88	15,614.88	0.00
Travel	4,516.00	2,233.50	5,105.74	11,855.24	11,854.38	0.86
Equipment	3,000.00	20,068.03	135,279.74	158,347.77	158,347.05	0.72
Case Services			665.00	665.00	665.00	0.00
Light, Power, Heat			74,515.25	74,515.25	74,515.25	0.00
Transportation			170.86	170.86	170.86	0.00
TOTAL	\$ 1,407,747.34	\$ 522,659.78	\$ 1,580,216.37	\$ 3,510,623.49	\$ 3,510,160.59	\$ 462.90
IV. VOCATIONAL REHABILITATION	\$ 71,516.00	\$	\$	\$ 71,516.00	\$ 71,516.00	\$ 0.00
V. COMMUNITY PROGRAMS						
Personnel	\$ 6,284,869.61	\$ 368,705.48	\$	\$ 6,653,575.09	\$ 6,653,243.40	\$ 331.69
Temporary Positions	31,421.52	34,908.80		66,330.32	66,323.02	7.30
Special Cont. Agents	141,363.50	648.00		142,011.50	142,011.50	0.00
Contractual Services	388,982.00	2,695.49	42,092.51	433,770.00	432,669.65	1,100.35
Supplies & Materials	184,912.00	5,740.57	4,722.04	195,374.61	193,938.35	1,436.26
Fixed Charges & Cont.	190,711.00	337.80	335.51	191,384.31	191,006.53	377.78
Travel	237,353.00	1,384.74	11,000.48	249,738.22	249,422.14	316.08
Equipment	49,514.00	1,160.85		50,674.85	49,533.59	1,141.26
Case Services	750,108.00	146,978.44	1,813.23	898,899.67	898,894.75	4.92
Petty Cash				0.00		0.00
Light, Power, Heat	51,337.00			51,337.00	51,223.40	113.60
Transportation	19,011.00		56.99	19,067.99	19,015.92	52.07
Stipends	2,000.00			2,000.00	1,630.50	369.50
TOTAL	\$ 8,331,582.63	\$ 562,560.17	\$ 60,020.76	\$ 8,954,163.56	\$ 8,948,912.75	\$ 5,250.81

FY 1989-90 Financial Statement
Page Three

	State	Federal	Other	Total	Disbursements	Balance
VI. JUVENILE RESTITUTION	\$ 128,700.00	\$	\$	\$ 128,700.00	\$ 128,700.00	\$ 0.00
VII. RESIDENTIAL TREAT/EM	\$ 55,000.00	\$	\$	\$ 55,000.00	\$ 45,886.68	\$ 9,113.32
VIII. JUVENILE ARBITRATION	\$ 35,000.00	\$	\$	\$ 35,000.00	\$ 34,950.72	\$ 49.28
IX. ADMINISTRATIVE SERVICES						
Personnel	\$ 2,256,802.84	\$ 117,085.53	\$	\$ 2,373,888.37	\$ 2,373,888.37	\$ 0.00
Temporary Positions	18,845.61	450.00		19,295.61	19,295.61	0.00
Contractual Services	601,917.00	11,915.87		613,832.87	612,182.00	1,650.87
Supplies & Materials	378,982.00	479,912.27	34,506.10	893,400.37	891,510.22	1,890.15
Fixed Charges & Cont.	310,424.00			310,424.00	307,762.51	2,661.49
Travel	8,071.00	1,129.87		9,200.87	8,737.83	463.04
Equipment	153,574.00	14,020.00		167,594.00	165,393.40	2,200.60
Light, Power, Heat	72,584.00	5,269.90		77,853.90	75,309.70	2,544.20
Transportation	15,446.00			15,446.00	15,445.47	0.53
TOTAL	\$ 3,816,646.45	\$ 629,783.44	\$ 34,506.10	\$ 4,480,935.99	\$ 4,469,525.11	\$11,410.88
X. CLIENT TRACKING SYSTEM	\$ 130,124.00	\$	\$	\$ 130,124.00	\$ 128,280.90	\$ 1,843.10
XI. DATA PROCESSING EQUIP.	\$ 361,043.00	\$	\$	\$ 361,043.00	\$ 360,700.67	\$ 342.33

FY 1989-90 Financial Statement
Page Four

	State	Federal	Other	Total	Disbursements	Balance
XII. TREATMENT SERVICES						
Personnel	\$ 1,206,641.82	\$ 5,150.25	\$	\$ 1,211,792.07	\$ 1,211,370.74	\$ 421.33
Temporary Positions	144,683.25			144,683.25	144,683.25	0.00
Overtime & Shift Diff.	13,271.61			13,271.61	13,271.61	0.00
Contractual Services	206,608.00	72.45		206,680.45	206,667.57	12.88
Supplies & Materials	34,490.00	561.21		35,051.21	34,532.42	518.79
Fixed Charges & Cont.	24,406.00			24,406.00	23,277.06	1,128.94
Travel	18,500.00	48.90		18,548.90	16,012.32	2,536.58
Equipment	2,844.00			2,844.00	2,344.00	500.00
Case Services	513,676.00			513,676.00	512,821.54	854.46
Light, Power, Heat	14,054.00			14,054.00	14,020.09	33.91
Transportation	1,590.00			1,590.00	1,546.48	43.52
TOTAL	\$ 2,180,764.68	\$ 5,832.81	\$ 0.00	\$ 2,186,597.49	\$ 2,180,547.08	\$ 6,050.41
XIII. EMPLOYER CONTRIBUTIONS	\$ 4,509,360.00	\$ 229,590.54	\$ 214,149.52	\$ 4,953,100.06	\$ 4,953,055.95	\$ 44.11
XIV. CAPITAL PROJECTS	\$	\$	\$1,054,742.40	\$ 1,054,742.40	\$ 1,054,742.40	\$ 0.00
AGENCY TOTAL	\$33,971,616.00	\$ 1,961,302.41	\$2,977,218.57	\$38,910,136.98	\$ 37,989,067.83	\$921,069.15

FY 1989-90 Financial Statement
Page Five

	State	Federal	Other	Total	Disbursements	Balance
AGENCY: DYS						
Personnel	\$19,070,910.66	\$ 961,066.68	\$1,059,419.78	\$21,091,397.12	\$ 21,090,566.63	\$ 830.49
Temporary Positions	261,930.45	47,682.53	76,740.70	386,353.68	386,346.38	7.30
Per Diem	6,440.00	0.00	0.00	6,440.00	6,440.00	0.00
Overtime & Shift Diff.	13,271.61	0.00	0.00	13,271.61	13,271.61	0.00
Inmate Earnings	22,720.78	1,919.25	0.00	24,640.03	24,417.45	222.58
Special Contract Agents	141,363.50	648.00	0.00	142,011.50	142,011.50	0.00
Contractual Services	1,512,313.00	17,177.09	162,809.99	1,692,300.08	1,687,231.80	5,068.28
Supplies & Materials	922,199.00	509,629.74	134,283.13	1,566,111.87	1,558,973.30	7,138.57
Fixed Charges & Cont.	564,623.79	547.80	15,740.39	580,911.98	572,586.72	8,325.26
Travel	320,240.00	5,543.56	16,106.22	341,889.78	338,369.49	3,520.29
Equipment	239,004.21	35,248.88	135,279.74	409,532.83	403,449.20	6,083.63
Purchase for Resale			30,476.00	30,476.00	30,476.00	0.00
Case Services	1,286,984.00	146,978.44	2,727.60	1,436,690.04	1,433,390.15	3,299.89
Petty Cash				0.00		0.00
Light, Power, Heat	545,013.00	5,269.90	74,515.25	624,798.15	621,856.64	2,941.51
Transportation	64,648.00	0.00	227.85	64,875.85	64,769.72	106.13
Scholarships Non State				0.00		0.00
Stipends	2,000.00			2,000.00	1,630.50	369.50
Employee Suggestion				0.00		0.00
Interest Expense				0.00		0.00
SPECIAL ITEMS						
Vocational Rehabilitation	71,516.00			71,516.00	71,516.00	0.00
Community Spec Items	3,925,911.00			3,925,911.00	3,044,984.82	880,926.18
Juvenile Tracking System	130,000.00			130,124.00	128,280.90	1,843.10
Data Processing Equip	361,043.00			361,043.00	360,700.67	342.33
Capital Projects			1,054,742.40	1,054,742.40	1,054,742.40	0.00
Employer Contributions	4,509,360.00	229,590.54	214,149.52	4,953,100.06	4,953,055.95	44.11
Debt Service				0.00		0.00
TOTAL	\$33,971,616.00	\$ 1,961,302.41	\$2,977,218.57	\$38,910,136.98	\$ 37,989,067.83	\$921,069.15